

**THE EFFECT OF PERCEIVED
ORGANIZATIONAL SUPPORT ON
ORGANIZATIONAL RESILIENCE**

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Master Thesis

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AFYON KOCATEPE UNIVERSITY
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MASTER THESIS

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SUPPORT ON ORGANIZATIONAL RESILIENCE**

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TEXT OF THE OATH

I hereby declare that this master's thesis titled "The Effect of Perceived Organizational Support on Organizational Resilience" has been written by myself according to academic rules and ethical conduct. I also declare that all materials benefited in this thesis consist of the mentioned resources in the reference list. I verify all these with my honor.

.../.../.....

Signature

Tolga MURAT

**DECISION OF THESIS JURY AND APPROVAL OF INSTITUTE
DIRECTORATE**

ABSTRACT

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL RESILIENCE

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The purpose of this research is to observe the effect of perceived organizational support on organizational resilience. It is the first attempt in the relevant literature that observes the relationship between perceived organizational support and organizational resilience. This research tries to determine if the organizational support perceptions of employees can be related to the organization's resilience. A review of relevant studies in the literature was conducted to understand the relationship between perceived organizational support and organizational resilience. Using an online survey, data collected from 318 individuals who work in the logistics sector in Istanbul. Using perceived organizational support as the predictor variable, the data were analyzed through four different regression models. The results revealed meaningful relationships between perceived organizational support and organizational resilience and the dimensions of organizational resilience, which are robustness, agility, and integrity.

Keywords: Perceived organizational support, organizational resilience, organizational support.

ÖZET

ALGILANAN ÖRGÜTSEL DESTEĞİN, ÖRGÜTSEL REZİLYANS ÜZERİNDEKİ ETKİSİ

Tolga MURAT

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Danışman: Dr. Öğr. Üyesi Volkan YÜNCÜ

Bu araştırmanın amacı algılanan örgütsel desteğin, örgütsel rezilyans üzerindeki etkisini gözlemlemektir. Bu araştırma literatürde algılanan örgütsel desteğin, örgütsel rezilyans üzerindeki etkisini gözlemlemeyi deneyen ilk çalışmadır. Bu çalışmada bir örgütün çalışanlarının örgütsel destek algısının, örgütün resilyansına etki edip etmediğini ortaya çıkarmak amaçlanmaktadır. Öncelikle algılanan örgütsel desteğin, örgütsel rezilyans üzerindeki etkisini anlamak için literatürdeki alakalı çalışmalar incelendi. Çevrimiçi anket yöntemi ile İstanbul’da lojistik sektöründe çalışan 318 katılımcının cevapları toplandı. Algılanan örgütsel desteği tahmin değişkeni olarak kullanarak, veri dört farklı regresyon modeli ile analiz edildi. Elde edilen sonuçlara göre algılanan örgütsel destek ile örgütsel rezilyans ve örgütsel rezilyansın alt boyutları arasında anlamlı bir ilişki olduğu sonucuna varıldı.

Anahtar Kelimeler: Algılanan örgütsel destek, örgütsel rezilyans, örgütsel destek.

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2021, Afyonkarahisar

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LIST OF SYMBOLS AND ABBREVIATIONS

POS: Perceived Organizational Support
OR: Organizational Resilience
LMX: Leader-Member Exchange Theory
OST: Organizational Support Theory
%: Percentage

INTRODUCTION

With the industrial revolution, organizations started to become an inseparable part of society. In the USA and other developed nations, with the industrialization and appearance of large organizations, life started to shift into a new form where organizations were a significant part of it. Organizations have become the key phenomenon of the new world, and politics, economy, religion, technology, the class structure of the society, and even families were affected by the organizations (Perrow, 1991). In this new environment where society and organizations existed together, the development of the society and the environment were driven by the organizations. People moved to the areas where organizations were being established to find jobs and to have a stable income. With the increasing population caused by the jobs provided by the organizations, new cities appeared, and existing cities were developed where people could find work, get an education and have access to other social services where they could not have access to in rural areas they lived before.

The modern world as we know it is shaped by organizations. It has become to the point that; it is impossible to think of a world without organizations today. Social life, technology, education, economy, politics, religion, and almost everything that comes into our mind today is formed, managed, and regulated by organizations. Governments, hospitals, schools, companies are organizations (Shafritz et al., 2015). Today, we feel the need of organizing everything in order to achieve our goals and provide for our needs. We engage with organizations every day. These organizations could be the companies we work for, the hospitals we go to, the governments that establish the rules we have to obey and live accordingly, or the markets we buy groceries every day.

Every organization exists for a purpose. Most organizations exist to make a profit, and these organizations need profit to survive. Other organizations exist to achieve different goals, such as; charity, social development, providing governmental and public services to society, economic development, providing healthcare, etc. All these organizations exist and evolve in an environment. This progress is two-sided; while organizations affect the environment they exist, the environment itself also affects the organizations. In the environment, external elements can affect the organizations with changes, and organizations have to learn how to survive and adapt to changes. These

changes include technologic developments, pandemics, economic crises, social crises, unstable political environments, global warming, etc.

Modern society is formed by people and organizations. In this society, people and organizations live, learn and develop together. As an inseparable part of society, organizations play a vital part in the development of the environment. Social, economic, and political environments cannot exist or develop without the organizations, and we need successful and resilient organizations to establish sustainability and development of the society. Imagine a society where the organizations are not resilient; they establish and frequently disappear for various reasons, not just private organizations that exist to make a profit but also political and social organizations. How could this society develop, how could we expect development and sustainability in such an environment? Unfortunately, at present, we can find such environments in fragile states where people suffer every day. These states face increasing brain drain each year. More people from these regions choose to leave their country and seek a better life in more developed countries where governments and organizations are resilient and sustained. The importance of organizational resilience is well understood in developed economies; in 2015 Australian Government released a critical infrastructure resilience strategy and identified organizational resilience as one of four outcomes of this strategy (Critical Infrastructure Resilience Strategy: Plan, 2015).

With the establishment of stability and political resilience in countries, organizations are motivated to establish their facilities and start operating in these countries. After the establishment, organizations seek to achieve success. Indicators of success could be different according to the culture organization exists in. While in less developed countries making a profit is enough to be seen as successful; in more developed countries, making a profit is not the only indicator. Today, in the USA, Apple and Amazon are among the most financially successful organizations, but Apple is criticized for outsourcing their product parts from companies in China that have an inhumane working environment for its employees and pay under minimum wage (Albergotti, 2020). Amazon is criticized for not paying enough for its employees and making people work even when they are sick, as well as not complying with paid sick leave even though its state law (Levin, 2020). In modern and developed parts of the world, there are other indicators than making a profit that is as important, and some of these indicators are being environmentally friendly, providing a healthy and fair environment for the employees,

working with suppliers that are fair to their employees and to nature, and being a resilient organization could be seen as some of these indicators.

No organization becomes resilient and successful overnight. Organizational resilience and success are achieved through making the right decisions at the right times, and behind these decisions are the brainpower of the organization; the people. While leaders and managers are responsible for making decisions in organizations, other employees are the ones who execute and apply these decisions until the desired output is achieved. Employees are the most important source organizations have, and when these people work together towards achieving the organizational goals, organizations thrive.

As will be discussed in the literature review part of this thesis, there is a proven positive relationship between employee trust and workplace performance. A highly motivated workforce is more efficient and driven to reach the best results, as they know their efforts will be rewarded. However, employees' motivation goes well beyond financial rewards, such as bonuses on top of the salary or gifts of high monetary value; they also feel rewarded when they receive simple verbal appreciation from their supervisors or just feel general support and care from their organization. Such an environment within an organization helps employees to create a sense of belonging and encourages them to put effort into the work they perform every day.

As it will be discussed in detail in the first part of this thesis, perceived organizational support is one of the important elements of the employee-organization relationship, in other words, perceived organizational support is how an employee perceives the relationship between himself/herself and the organization and the degree that organization values the contributions and commitment of the employee. The question this thesis trying to find an answer to is, can the perception of an employee of how valued his/her contributions and commitment to the organization affect organizational resilience? Is there a relationship between perceived organizational support and organizational resilience?

This thesis will investigate the relationship between perceived organizational support and organizational resilience. This study will be the first academic study to research the relationship between perceived organizational support and organizational resilience in the literature. Not having single research in the literature investigating the relationship between these two variables shows that despite the importance of these variables, the relationship between these variables is never observed. This thesis will be

the first research to observe the relationship between these two variables and hopefully, will provide guidance for future research. The above paragraphs discussed the importance of the organizations for our society and how crucial it is to have resilient organizations for the sustainability and development of society. After understanding the importance of resilient organizations for our society, it was compelling to learn whether perceived organizational support can affect organizational resilience. Thus, this work will research the relationship between perceived organizational support and organizational resilience.

This thesis is divided into three main parts. The first part explores the perceived organizational support and antecedents of it, which are; fairness, supervisor support, organizational rewards, and job conditions. This part also reviews relevant literature on perceived organizational support. The second part of the research concerns organizational resilience, its concepts, and importance, as well as offers the review of the existing literature on the topic. The third and last part studies the relationship between the two variables. More specifically, it observes the impact of perceived organizational support on organizational resilience. This part also specifies the purpose, relevance, and importance of the research, introduces multiple hypotheses and research models and presents the scope and limitations of the study. One chapter in the third part is dedicated to a detailed description of the research methodology, data collection, population and sample, and data analysis. The following chapter offers the research findings and conducts reliability analyses for the utilized scales. Since this master thesis employed the simple linear regression technique, the following chapter conducts the test results of independence of observations, normality, and outliers. Finally, the last two chapters of the third part discuss the research findings and offer conclusions and suggestions.

FIRST PART

PERCEIVED ORGANIZATIONAL SUPPORT

1. PERCEIVED ORGANIZATIONAL SUPPORT

One of the beliefs that form the foundations of the social exchange theory (SOT) is that relationships are formed through time, trust and commitment. While constructing this relationship, parties act within the borders of specific rules of an exchange (Cropanzano & Mitchell, 2005).

A lifetime of a relationship depends on how and to what extent parties obey the rules of this relationship. Time and trust are the foundations of a relationship. Still, commitment is the key element that puts these foundations together and makes these foundations take a meaningful form, later called "Relationship."

Today, relationships are not only formed between human beings because our understanding of our social environment has changed significantly. Based on organizational support theory, employees develop a relationship with their organization and define their organizations as a social being with human-like characteristics (Eisenberger et al., 1986). Employees not only assign human-like characteristics to their organization but also perceive the organization's and/or agent's actions as an organization's intentions rather than an agent's motives (Levinson, 1965).

The "commitment" term is often described as a person's degree of emotional or intellectual connection to a person, a group of people, an organization, or to a goal. Perceived organizational support is highly related to a person's commitment to his or her organization. The degree of this commitment is related to a person's perception of organizational support. Perceived Organizational Support is formed by employees when they feel their contributions to the organization are valued and appreciated (Eisenberger et al., 1986).

Perceived Organizational Support theory draws attention to the result of commitment between two parties (employee and employer). As a result of this two-sided commitment, Perceived Organizational Support is formed and maintained according to the perception of two parties. While an organization expects commitment, obeying the rules and norms at the workplace, respect, and honesty from its employee, employers expect a valuation of their dedication, hard work, justice, and rewards. Meaning that employees want to feel they are cared about by the organization.

Perceived organizational support can be defined as an emotion-based view of organizational commitment by the employee (Eisenberger et al., 1990). These emotions represent employees' understanding of unity and shared values with the organization. As employees expect to be valued and cared for by their organization, they invest resources such as time, effort, and commitment to work. When employees form such relationships with their organization, just like in relationships between human beings, the employee commits himself/herself to this relationship by working as hard as he/she can, sacrificing extra time to complete the tasks given by an organization, sometimes working on holidays, etc. Due to all these sacrifices, employees form expectations such as investing time, effort, commitment to a relationship. Thus, employees expect that their efforts and sacrifices are perceived, valued, and appreciated by the organization.

When employees form a relationship with his/her organization, and this relationship has positive results when the relationship is perceived and committed by both parties. The employee's perception of being valued and cared for by the organization has a significant contribution and encourages employee for organizational membership (Eisenberger et al., 1990).

Perceived Organizational Support (POS) is valued in different ways by the employee. Employees appreciate perceived organization support as assurance as well, in a way that employee thinks the help will be available from the organization when one needs to carry out his or her job effectively or in such cases that one needs to work under stress (Rhoades & Eisenberger, 2002).

When one person treats others well, in return, the person expects to be treated the same way. This is basic human nature, humans are emotional beings, and even though most of the time we don't act with the motion of return, we expect to be treated in the same way we treat others (Blau, 1964). Due to the personification of an organization by an employee, employees expect to be treated accordingly when they are doing something extra for the organization. It is widely known that persons that are emotionally bound to an organization show increased performance, less absenteeism, and these people are less likely to quit their jobs.

This relationship that is formed between the employee and the organization shows that when this relationship is healthy, and the employee believes that he/she is cared about and valued by the organization, this feeling increases the employees feeling of being obligated to help the organization reach its goals (Eisenberger et al., 1986).

An employee's treatment by the organization influences perceived organizational support by the employee in various scenarios. In turn, the employee interprets the reasons behind his/her organization's motives that lead to treating the employee the way an organization does.

1.1. THE ANTECEDENTS OF PERCEIVED ORGANIZATIONAL SUPPORT

Evidence exists that Eisenberger's perceived organizational support concept is built upon Blau's (1964) social exchange. According to Eisenberger et al. (1986), organizational commitment results from perceived organizational support; therefore, these two different concepts have a common origin (Eisenberger et al., 1986). So far, we established that organizational commitment is formed after an employee's perception of organizational support due to reciprocity behavior. In this part, these common origins that help the formation of perceived organizational support and organizational commitment will be discussed.

Social exchange theory and general behavioral psychology suggest that people tend to answer favorable behavior in terms of reciprocity. Such reciprocity is not only formed between human beings, but as well as between people and the organizations that they work for (Eisenberger et al., 1986), (Eisenberger et al., 1990). According to Eisenberger et al. (1990), this favorable treatment that forms perceived organizational support are fairness, supervisor support, organizational rewards, and job conditions.

1.1.1. Fairness

Employees are likely to have concerns relating to how decisions are made in the organization. Employees form beliefs about decision-making processes in their organization, for example, decisions related to fair distribution of resources within an organization, and if so, how are they distributed. It is best to remind ourselves that justice is not only about the resources; it can also be related to the punishments. Therefore, employees of an organization are concerned when it comes to the fair distribution of organization's resources, punishments, rewards, sanctions, and even the workload. When the decisions in an organization made in an unbiased and transparent way, employees form a belief that they are valued members of the organization and they are not subject to unfair treatment (Blader & Tyler, 2003).

Fairness perceived by the employee in an organization greatly contributes to the employee's perception of organizational support. That is why fairness has great

importance for the formation of perceived organizational support. If an employee thinks that the organization is not being fair to him/her, how can we talk about organizational commitment or perceived organizational support in that case?

When employees are treated fairly by the organization and its representatives, employees' sense of being a part of the organization is improved. Fair treatment by the organization promotes employees' sense of belonging, being a part of the organization and this chain reaction leads to organizational commitment (Blader & Tyler, 2003).

1.1.2. Supervisor Support

In accordance with organizational support theory, a positive relationship between perceived supervisor support and perceived organizational support is usually interpreted as perceived supervisor support, leading to perceived organizational support (Eisenberger et al., 2002).

Employees perceive the supervisor's actions and treatment as the organization's action and treatment towards themselves (Eisenberger et al., 2002). This perception indicate that a supervisor's actions will significantly influence the employee's sense of organizational support. Of course, supervisor's support is not necessary only because the supervisor directly represents the organization, therefore having the supervisor's approval means having the organization's support. Supervisors play a key role in the employee-organization relationship; a person could be working for a fantastic organization that values employees' contribution and cares about their well-being, and still, it is commonly known that people leave their jobs because they can't get along with their managers even though they have no problem with the organization itself.

Supervisors may be considered as the bridge between the employee and the organization in this thesis, and this definition expresses how important the supervisor's support is in forming perceived organizational support by the employee.

1.1.3. Organizational Rewards and Job Conditions

Employees pursue different kinds of rewards from the organization, and these rewards are not always tangible and financial. The literature differentiates organizational rewards into three categories; extrinsic rewards, social rewards, and intrinsic rewards (Williamson et al., 2009). Extrinsic rewards represent tangible and materialistic rewards, such as pay. Intrinsic rewards refer to the rewards that are mostly provided by the work environment, such as satisfaction and personal development. Social rewards refer to the

rewards that are related to the social environment of the workplace, such as; relationships with co-workers (Williamson et al., 2009).

According to Williamson et al. (2009), organizational rewards contribute to organizational commitment (Williamson et al., 2009). For certain, the importance of these rewards may vary according to the cultural, social, ethnic, political background of a person, but the fact that organizational rewards are an essential factor for organizational commitment stands on solid ground.

Rewards are not only a way of showing employees that their efforts are valued, but it is also a form of expressing the organization's appreciation towards the employee's contributions. Rewarding employees for their contribution is not just the simple trade of one performs well and gets something in return, it is proven that rewards significantly increase employee's affective and normative commitment to the organization (Nazir et al., 2016).

Job conditions: Job conditions can be diversified. Rhoades and Eisenberger (2002) classified job conditions as job security, autonomy, role stressors, and training. Their literature review classified these factors and defined these factors regarding their effect on the perceived organizational support (Rhoades & Eisenberger, 2002).

Job Security: Job security is an employee's perception of keeping their job in the organization and not having the risk of lay off, in other words, perception of being involved in the future plans of the organization. Employee's full commitment to the organization is likely to start after the employee believes that his/her job is secure in the organization. Bartol et al., (2009) found out that the positive connection between perceived organizational support and employee knowledge sharing is only held between employees who perceive high job security from their organizations (Bartol et al., 2009).

Autonomy: Autonomy is the independence and freedom an employee has while performing the tasks he/she is responsible from. Autonomy reflects the extent to which the employee is allowed to choose the method, freedom of making decisions, authority to schedule the work while performing the duties (Morgeson & Humphrey, 2006). In an organization, the less autonomy a person has while carrying out tasks, the more this person is dependent on his/her supervisors while performing duties. Accordingly, in organizations where employees have a low level of autonomy, lack of perceived organizational support could lead people to feel neglected, which may decrease the degree

of affective and normative commitment and increase the level of continuance commitment (Aube et al., 2007).

Role Stressors: Role stressors involve role conflict, role overload, and role ambiguity, while role conflict represents; contractionary expectations of colleagues while performing a task, role overload represents; way too many responsibilities or tasks given to the employees that are very hard to achieve within a given time or with the abilities of people on the task, and role ambiguity represents; imprecise and indefinite expectations that makes employees confused about what is expected from them (Eatough et al., 2011). Role stressors are one of the important antecedents of burnout, and both burnout and job dissatisfaction can be the main results of role stressors (Um & Harrison, 1998).

1.2. THE RESEARCH ON PERCEIVED ORGANIZATIONAL SUPPORT

Robert Eisenberger (1986-2020) contributed immensely to the literature on perceived organizational support. With its basic notion of perceived organizational support, his organizational support theory is one of the most often cited views of employee-organization relationships, leading to over 650 scholarly studies, and over 49.800 references on the google scholar database. In this thesis, most of the sources either written or contributed by Robert Eisenberger, as well as the vast majority of papers written on perceived organizational support (Eisenberger, Google Scholar, 2021).

Allen et al., (2003) suggest that perceptions of supportive H.R. practices are positively correlated with the POS and therefore affect withdrawal through effects on POS. The researchers constructed a model to explore antecedents of POS and its role in forecasting voluntary turnover. By incorporating the structural equation modeling technique, the authors tested two samples of employees. They used identical measures in both of them for the following scales: The fairness of bonus distribution, involvement in decision making, growth opportunities, perceived organizational support, organizational commitment, job satisfaction, turnover intentions and turnover. For both independent samples, the researchers conducted a confirmatory factor analysis (CFA) and examined the distinctiveness of the employed measures. Allen et. all's results suggest a positive correlation between the POS and the perceptions of supportive H.R. practices, contributing to a stronger attachment of employees to the organization. Moreover, the role of POS was shown to be negatively correlated with employee's turnover intentions, indicating that the greater is the POS for employees, the less likely they are to withdraw.

On the other hand, the authors proved that the described relationship was mediated by other factors, such as commitment and satisfaction (Allen et al., 2003).

Neves and Eisenberger (2014) provide one of the first studies that examine the antecedents of employee risk-taking behaviors in the workplace and explore the role of the POS in the employee risk-taking behavior and the failure-related trust of an organization in its employees. In other words, the authors investigate whether an employee is more likely to take a risk, knowing that due high trust of supervisors in him/her, in case of failure, they will take his/her intent to be helpful into consideration. For this purpose, the researchers collected data on subordinate-supervisor relationships from more than three hundred diverse organizations. They found that there is indeed a positive correlation between the POS and failure-related trust among employees and their supervisors. Thus, supervisors play a key role in modeling an employee's risk-taking decision through social information processing (Neves & Eisenberger, 2014).

Kurtessis et al. (2015) discuss the Organizational Support Theory (OST) according to which, based on their general working environment, employees shape their perception of organizational support, that is on how much the hiring organization appreciates their contributions and takes care of their well-being. The authors conducted a meta-analysis of the OST, assessing results from 558 existing studies. The authors found that taking into account the increasing number of published researches on POS, OST is an effective unifying tool. The predictions showed that POS plays a crucial role in the employee–organization relationship, giving clear implications on employers' welfare, psychological well-being, social exchange, attribution, self-enhancement, and performance (Kurtessis, et al., 2015).

Eisenberger et al., (2014) propose three studies that demonstrate the interdependence between the POS and leader-member exchange (LMX). According to Eisenberger et al (2014), supervisors prefer to develop a high-quality relationship with their subordinates, motivating them for greater devotion and higher performance in exchange with the favored treatment. Moreover, high LMX indicates that employees respond to such favorable treatment from their managers with greater POS and deeper organizational involvement, as explained by the organizational support theory. Based on these observations, researchers found two important links, the first link between supervisor's POS and LMX suggests a positive relationship between these two only among low reciprocation-wary supervisors, meaning that based on reciprocity norms,

supervisors with high POS strive to demonstrate the better performance of their subordinates, as it may increase their chances of promotion and higher rewards. As for the second link, it describes the positive relationship between the LMX and POS and gives clear evidence of how LMX results in POS, suggesting that subordinates see their supervisors as organizational agents and thus hold not only managers responsible for their actions but the whole organization (Eisenberger, et al., 2014).

Shoss et al. (2013) explore why those subordinates who receive abusive supervision from managers retaliate against the organization as a whole. For this purpose, the authors apply the organizational support theory and find that employees hold the organization only partly responsible for the experienced abuse such as humiliation, belittling, or otherwise derisive treatment. Moreover, the extent to which employees assign responsibility to their organization for abusive supervisors may differ. The subordinates realize that supervisors' actions are defined not only by their common interests with the organization but also by some distinctive motives. Therefore, the extent to which employees identify their supervisor with the organization may vary, termed as supervisor's organizational embodiment (SOE). Shoss et al. (2013) base their findings on three different samples and suggest that if subordinates strongly identify their managers with the organization (if the SOE is high), there is a positive relationship between the abusive relationship from the supervisors and reduced POS and harmful retaliating performance from the employees. On the other hand, the correlation becomes less significant if the identification happens to a lesser extent from the subordinates' side (Shoss et al., 2013).

Another study from Hayton et al. (2012) investigated the role of social embeddedness in creating positive POS among managerial and staff employees of a large manufacturing business. As explained by the authors, a large chunk of employees' social exchanges at work, such as exchanging supportive resources is deeply embedded in networks of stable social relationships. Embedded exchanges are observed to be longer-term, more substantial, multiplex, and reciprocated, as opposed to sporadic exchanges. On the other hand, such exchange relationships at work contribute to POS since employees identify networks with the organization. Therefore, support received from an employee's network can be attributed to a stronger attachment to the organization and greater POS. The authors relied on a sample from a large Greek manufacturer with around one thousand employees and focused on social networks among the managerial and

administrative staff. Their results provide evidence that the aforementioned social networks of employees as well as their size, density, and quality are indeed positively related to POS (Hayton et al., 2012).

Eisenberger et al. (2010) explore the relationship between the LMX and employee's affective organizational commitment and propose a new concept known as supervisor's organizational embodiment (SOE), related to the extent to which subordinates identify their supervisor with the organization. High levels of supervisor's organizational embodiment indicate higher employee perception of receiving compliments or criticism from a supervisor, as receiving from the organization itself. On the contrary, lower levels of supervisor's organizational embodiment indicate less chance that an employee is likely to associate the abusive or approving treatment from a supervisor as the treatment from the organization. Therefore, SOE enables employees to strategically decide how much time and effort invest in strengthening the exchanged relationship with the organization. Having an essential instrumental value, SOE thus indicates the probability an employee will volunteer for new projects or help coworkers. Carrying out two independent studies, the authors find that increased SOE was associated with greater LMC and affective organizational commitment (Eisenberger, et al., 2010).

Chen et al. (2009) investigated the direction of the association between POS and performance. For this purpose, the authors used repeated measures of two variables: POS and extra-role performance. By estimating a cross-lagged panel model, Chen et al. (2009) assessed a correlation between the initial value of one variable and temporal change in a second variable. They obtained evidence POS indeed leads to increased extra-role performance. However, the performance was unrelated to temporal changes in POS, providing no evidence that improved performance leads to greater POS (Chen et al., 2009).

Eder and Eisenberger (2008) focus on the already established employee withdrawal behavior, meaning that when individual employees experience a high level of withdrawal from their colleagues, they become more likely to withdraw from their work. Conducting two independent studies and relying on the ANOVA model, the authors explore whether this relation can be mitigated by a robust positive exchange relationship between an employee and organization, as proposed by the organizational support theory. Authors also use the supervisor-rated scale to measure individual withdrawal behavior and aggregate withdrawal behavior of the workgroup. As their results suggest, POS not

only impedes individual withdrawal behavior but also decreases the potential danger of an employee to withdraw after witnessing high levels of withdrawal of fellow employees. High POS brings opportunities and obligations that the employees recognize, thus reducing the tendency of an individual to join the group withdrawal (Eder & Eisenberger, 2008).

SECOND PART

ORGANIZATIONAL RESILIENCE

1. RESILIENCE

Essentially, resilience refers to the ability to adapt, maintaining, and regaining while experiencing adversity. The description of resilience evolved over time with researchers from different fields studying resilience, including sociology, psychology, genetics, and psychiatry. Despite that resilience is studied by researchers from different areas, there is no consensus on an operational definition (Herrman, et al., 2011).

While defining resilience, differences arise from different perceptions. While resilience conceptualized as a personal trait in some areas, the other fields conceptualize resilience as a dynamic progress, and this different perception makes it harder to have consensus over a definition (Herrman, et al., 2011).

Bhamra, et al., (2011) published their study relating to the classification of resilience where they extensively studied the literature between 1976-2010, and they introduced their resilience classification in the context of three criteria; perspective, concept, and methodology. They found out that the first appearance of resilience term in a publication called “Resilience and Stability of Ecological Systems” by ecologist C. S. Holling (1973) (Bhamra et al., 2011). Later, Holling’s work has become the starting point for the researchers who studied resilience from different disciplines (Wieteska, 2018).

In its essence, the resilience notion is related to the ability and power of an element to return to its pre-disturbance state after adversity. When the concept of resilience is applied to organizations and communities, this general definition does not change. Resilience is related to individual’s and organization’s responses to the disturbances, and it involves both abilities to endure disturbances and the capability of adapting to the new risk environments (Starr et al., 2003).

While conducting extensive resilience literature research, including studies between 1976-2010, Bhamra, et al., 2011 found out that only three definitions about resilience out of twenty-one address the organization as the point of view (Bhamra et al., 2011).

2. ORGANIZATIONAL RESILIENCE

While organizational resilience term broadly used in various fields and referred to with different implications, studies that takes organizational resilience as their core concept are still divided with little agreement on the formulation of organizational resilience (Ma et al., 2018). In the management literature, we used to see the resilience concept mostly in studies that are related to crisis and disaster management (Kantur & Iseri-Say, 2015). In the last years, with the globalization and external environmental factors that are brought by globalization, the business world started to face increased uncertainty levels. This uncertainty caused by the changes in the external environment draws more attention to resilience, and organizational resilience started to become an important concern for the organizations.

Resilience has different definitions according to the field of study. Researchers in Ecology, Psychology, Engineering and other fields have described resilience in different ways that fit their field. In 1973, Holling defined resilience of an ecosystem as the capability of the ecosystems absorbing the change and still survive, and return to a balanced condition after the disturbance. (Holling, 1973). After Holling's work, studies in the social sciences about resilience have gained momentum. In management science, resilience term expanded with an organization's ability to recover, the time cost of recovery, and financial & social cost of recovery (Annarelli & Nonio, 2016).

In management science, Annarelli & Nonino (2016) defined organizational resilience as an organization's ability to face the unfavorable impacts in advance that are coming from the internal and external environment thanks to strategic awareness and operational management. Authors have stated that resilience is static, and if the organization is ready, the impact of threats can be minimized and could be recovered rapidly (Annarelli & Nonio, 2016).

This definition suits the organizational resilience concept well when we think about the external pressure that organizations face today. There are more and different definitions as well, but all of those definitions have the same elements in common; facing disruptions, minimizing the damage, and surviving and adapting to the new environment.

Regardless of having different ideas and definitions about the organizational resilience term, its importance is becoming more and more obvious. In simpler times, where the effects of globalization were not felt at all or not as much as today,

organizations were facing simpler problems. Nowadays, organizations exist in a dynamic and complex environment where disturbances such as political and economic crises, pandemics, and global warming can change everything drastically overnight. Traditional ways of protecting organizations from disturbances in the environment are no longer sufficient to exist in such an atmosphere; organizations have to keep up with increasing expectations of consumers, technological advancements, global warming, and cruel competition to exist and have a future. Organizational resilience plays a key role in surviving in the current environment and having a future for the organizations.

2.1. THE IMPORTANCE OF ORGANIZATIONAL RESILIENCE

The importance of organizational resilience is briefly discussed in the introduction part of this thesis; in this part, we are going to take a deeper look into organizational resilience and its importance for organizations. Organizations are essential for the stability and survival of our society, and learning and adapting resilience is the key factor for the survival of organizations. Resilience term could be relatively new in the social sciences, but what resilience represents for the organizations and communities has been ever-present in the strategies, policies, and practices of the societies (Barr & Wright, 2012).

Organizations are the provider of services, capital, and employment for society. An organization's ability to stay functional during times of hardships is a crucial element for the recovery and sustainability of the community following a crisis. The link between the resilient society and resilience of companies that serve the society was the concern of the research project conducted in New Zealand. This project was aimed to find the elements that make organizations resilient during times of crisis and develop new strategies to enhance the organization's resilience (McManus et al., 2008).

Creating a resilient society through resilient organizations is where we should start in order to strengthen our society against crises. People and organizations (society) exist in a volatile environment, and we live in an interconnected world where an event that has happened in a different continent could create a butterfly effect and disturb our environment. The mortgage crisis that has occurred in the United States in 2008 and how this crisis ended up causing liquidity issues in the whole world is a perfect example of how vulnerable our environment could be. We need resilient organizations to survive both internal and external crises.

Organizations might not be able to avoid all the effects of crises coming from the internal and external environment, but with strategic awareness and the right operational management, it is possible to minimize the harm caused by these crises (Annarelli & Nonio, 2016).

This unstable, surprising, evolving, and changing external marketplace environment is only flexible, agile, and lively (Lengnick-Hall et al., 2011). In such an environment, organizations need to be expecting the unexpected to have a chance of survival. Organizational resilience gains importance in such an environment. Organizational resilience is the fundamental ability of an organization to survive in this rapidly evolving atmosphere; without this ability, no organization can ensure its survival. Overcoming unexpected situations, financial crises, and an unstable environment makes an organization resilient, as well as competitive.

2.2. THE RESEARCH ON ORGANIZATIONAL RESILIENCE

Vogus and Sutcliffe (2007) present the framework of a theory of organizational resilience and its increasing importance. Bearing in mind that current organization theory does not adequately reflect the importance of resilience, the authors offer a new research agenda on the topic. Vogus and Sutcliffe outline two common beliefs on resilient organizations; such organizations are always cautious about potential risks; they never overestimate their success and always underestimate their resilience. On the other hand, fragile organizations assume that as long as they do not fail and continue to operate, there is an absence of hazards, or they have effective measures against risk, thus overestimating their capacity. Moreover, the authors point out that not only a level of resource stocks determine organizational resilience, but also an adequate distribution of the existing resources. Resilient organizations tend to deploy their financial and other resources in response to present and emerging threats (Vogus & Sutcliffe, 2007).

Somers (2009) assesses a potential causal relationship between an organization's pre-disaster planning and its effective response to crises and, in an attempt to measure resilience, offers an adaptive strategy for organizational crisis planning. Somers suggests that instead of developing a step-by-step guide of crisis planning, the attention should be shifted towards constructing planning methods that help organizations develop adaptive behavior (latent resilience) during threats and risky situations. For this purpose, the author offers a measuring tool of latent resilience named the ORPS (Organizational Resilience Potential Scale). Somers chose six items for the scale and found a positive correlation

between the department accreditation and resilience with the help of multiple regression analyses. Further results showed that COOP (Continuity of Operations Plan) planning and managerial information seeking explained 10% of the variance in the organizational resilience. Finally, Somers encourages further research on the topic based on quantitative methods such as cross-sectional and longitudinal studies to prove the validity of latent resilience measures (Somers, 2009).

Lee et al., (2013) researched the interdependence between organizational resilience and community resilience and developed a tool to measure and compare organizations' resilience. The authors discuss that communities regularly face various socially and economically challenging emergencies. Therefore, they count on their organizations to provide them with services and employment in order to recover from crises. Thus, organizations themselves must be prepared accordingly to respond to emergencies, hence the clear linkage between resilient communities and resilient organizations. Furthermore, the authors observe another link between a resilient organization and a competitive organization, which is a strong leader capable of effectively managing their exposure to crises compared to other organizations. The authors develop and an innovative survey tool for organizations to measure their resilience and identify their strengths and weaknesses. The proposed new model presents resilience as a functioning part of an organization's adaptive capacity and planning – two factors that define an organization's ability to not to cease operating and keep employing the community (Lee et al., 2013).

McManus et al., (2008) provide yet another study on an inherent relationship between resilient organizations and resilient communities and offer a facilitated process for assessing and improving overall organizational resilience. The authors define organizational resilience as a function of different dimensions, such as situation awareness, management of vulnerabilities and adaptive capacity. The first dimension of overall situation awareness measures an organization's comprehension of the environment it operates in. The second dimension measures the ability of an organization to manage keystone vulnerabilities that have the potential to have a negative impact on a hazard. Finally, the third dimension measures the capacity of an organization to adapt and make timely and appropriate decisions in both everyday business life and in emergencies. Based on this discussion, the authors develop a resilience management process facilitated

to assess organizations' existing resilience and help them in improving it (McManus et al., 2008).

Lengnick-Hall et al., (2011) suggest that an organization's resilience towards extreme external shocks is directly related to the capacities of human resources; therefore, an organizational strategy should be based on creating individual competencies of employees, ensuring higher resilience at the organization level. The authors analyze three main aspects of developing a high capacity for resilience: particular cognitive abilities, behavioral characteristics, and contextual conditions. Cognitive factors, such as establishing distinctive core values, a strong sense of purpose, shared mindset, and constructive sense-making, enable organizations to cope with outside shocks in a coordinated and effective manner. Moreover, behavioral factors, such as resourcefulness, agility, and employees' preparedness, also influence organizational resilience. Finally, resilience is also conditioned by specific contextual elements, such as psychological safety of the working environment that ensures respectful interactions among employees, diffused power and accountability, which indicates a high level of self-organization, and finally, individuals' access to broad resource networks and their ability to establish strong relationships easily demonstrate higher levels of organizational resilience. Lengnick-Hall et al. conclude that H.R. policies, practices, and activities that are based on all three dimensions of resilience increase employees' capacities and competencies (Lengnick-Hall et al., 2011).

Kantur and Iseri-Say (2015) developed a scale to measure organizational resilience. For this purpose, they employed qualitative and quantitative research methodological tools and conduct interviews and focus group studies on generating items for the scale and developing a questionnaire. The authors manage to provide a reliable scale by assessing its validity by two different samples with the help of quantitative research. As a result, the authors demonstrate that their organizational resilience scale is reliable and valid, has nine items in total, and three dimensions of Robustness, Agility, and Integrity (Kantur & Iseri-Say, 2015).

Gittel et al., (2006) relied on quarterly data for the period of 1987-2000 for major US airlines to assess the impact of 9/11 terrorist attacks on the U.S. airline industry. For this purpose, the authors employed the following variables: Recovery from Crisis, Layoffs, Financial Reserves, Relational Reserves, Viable Business Model, Employee Productivity and Capital Productivity. Their findings suggest that Southwest Airlines

demonstrated a viable business model and allowed the company to resume business activities before the 9/11 crisis quickly. The success of the Southwest Airlines and its strong resilience can be mainly attributed to the company's ability to avoid layoffs and not only keep the jobs for the current employees, but offer around four thousand new positions. As a result, Southwest Airlines managed to maintain positive employee relations in the long run which consequently raised employee loyalty and improved their productivity. On the other hand, the U.S. Airways' recovering strategy was to rely on layoffs, illustrating a large number of furloughed flight attendants and pilots.

Based on their findings, Gittell et al., (2006) conclude that the expected organizational behavior preceded by a crisis is mainly based on layoffs and cutback; thus, the organization's relational reserves weaken and deteriorate, affecting the performance. Subsequently, when struggling with the aftermath of a crisis, organizations face a trade-off between relying on layoffs, as a short-term survival strategy and avoiding them to ensure long-term success. Based on this statement, organizations are observed to behave differently in response to a crisis. Those who can afford it, accept the immediate costs of maintaining the employees, thus strengthening positive human relationships and avoiding dramatic deterioration of organizational performance. While this approach enables an organization to go back to the pre-crisis level of performance quickly, it can be pursued only those who can afford it, as not every organization is financially able to avoid layoffs successfully (Gittell et al., 2006).

THIRD PART

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL RESILIENCE

1. THE PURPOSE AND IMPORTANCE OF THE RESEARCH

This thesis aims to investigate the relationship between perceived organizational support and organizational resilience and to discover the effect of these topics on each other, if there are any. Starting with the industrial revolution, organizations began to gain importance within society, and today it is impossible to think of a society without organizations. People and organizations live, learn and develop together. The interaction between people and the organizations formed society as we know it today. We live in a volatile world and the environment we exist faces constant changes; pandemics, social, economic, and political crises, climate change are some of these changes. To ensure the development and stability of society, we need resilient organizations.

The term "Perceived Organizational Support" means an employee's perception of support provided to him/her by the organization to the extent that if the employee's contribution to the organization is being valued and if the organization cares about the employee's well-being (Eisenberger et al., 1986). By using perceived organizational support, we can measure if the employee perceives the support provided by the organization and if so, how and to what degree it is perceived. In the volatile environment we exist, a social organization is more important than any other time during the course of history because the survival of organizations highly dependent on their employees and their commitment to the organization. A single employee could cause a major harm to his/her organization and its identity today.

These two terms, perceived organizational support and organizational resilience, are two essential elements that organizations need for existing and surviving in our changing world. This thesis aims to understand these variables better and demonstrate if they could be related somehow, even if they look very different at first sight. While we need resilient organizations for a resilient society, can organizations become more resilient by treating their employees fair, valuing their contributions, and caring about employee's well-being? These questions were a driving force of this research and exploring the effect of perceived organizational support on organizational resilience.

Today, we live in a world the services sector dominating the world economy and creating most of the world's GDP. In 2019, %61.2 of the world's GDP was created by the services sector (World Development Indicators: Structure of output, 2020). In the services sector, human capital is more important than any other industry because the core of the industry is the knowledge that is created and applied by human beings. The services sector is also the sector with the most value-added industry, and this value comes from human beings' efforts. Since the Industrial Revolution, the world is shifting towards a new form where machines are the main element of production, and human beings have been losing their job to machines that are getting better and better each day. While human beings lost to the machines in the production sector, the services sector's core element is still human beings.

In such an environment where the services sector has great importance and gaining phase each year, a study by Allen, et al., (2003) has shown us that if a person has high perceived organizational support, he/she is more likely to commit himself/herself to the organization's goals and targets (Allen et al., 2003). Another research has shown that employees respond to the favorable treatment of their managers and develop deeper organizational involvement (Eisenberger, et al., 2014). According to the results of the study conducted by Chen et al. perceived organizational support increases the role performance of the employees (Chen et al., 2009).

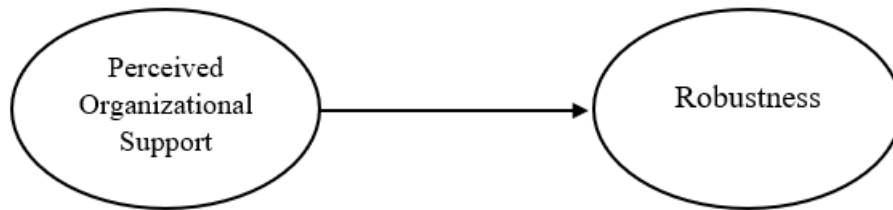
The other variable, organizational resilience, could be defined as an organization's ability to survive in the changing environment and adapt itself to the new conditions that will appear after major disturbances. Lee, Vargo & Seville (2013) found out that there is a clear link between resilient communities and resilient organizations. In the same study, authors observed another link between a resilient organization and a competitive organization (Lee et al., 2013). In another study, Ortiz-De-Mandojana and Bansal (2015) found out that organizational resilience developed through sustainable business practices is linked with higher growth, better chances of long-term survival, and lower financial volatility (Ortiz-de-Mandojana & Bansal, 2015).

2. RESEARCH HYPOTHESES AND RESEARCH MODEL

In this thesis, the effect of perceived organizational support on organizational resilience is analyzed. While building the research models, the inductive approach was adopted; in this study, there are four models. First, the relationship between the perceived

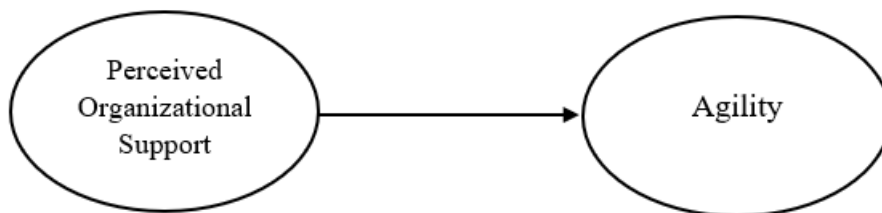
organizational support and the dimensions of organizational resilience, which are robustness, agility and integrity, were explored. Lastly, the relationship between perceived organizational support and organizational resilience as a whole was investigated. The research models are shown below;

Figure 1. Research Model 1



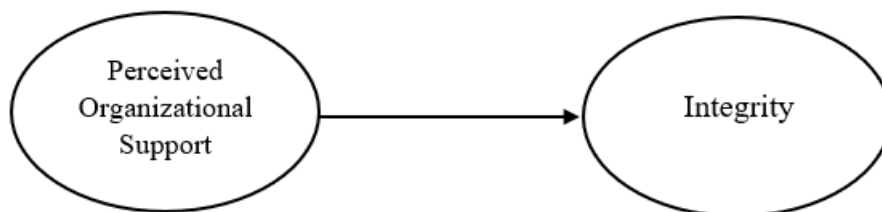
In Figure 1 above, we can see the first research model of this thesis. This model tests the first hypothesis, H1: Perceived Organizational Support has a meaningful effect on Robustness.

Figure 2. Research Model 2



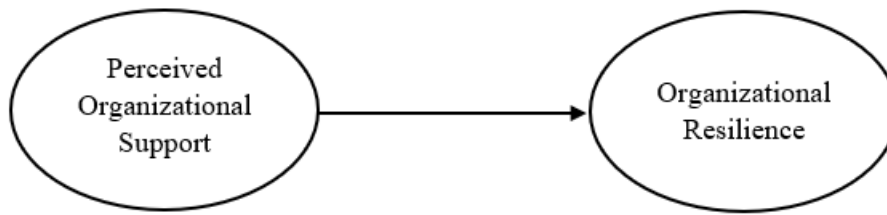
In Figure 2 above, we can see the research model 2. This model tests the second hypothesis, H2: Perceived Organizational Support has a meaningful effect on Agility.

Figure 3. Research Model 3



In Figure 3 above, we can see the research model 3. This model tests the third hypothesis, H3: Perceived Organizational Support has a meaningful effect on Integrity.

Figure 4. Research Model 4



In Figure 4 above, we can see the research model 4. This model tests the fourth hypothesis; H4: Perceived Organizational Support has a meaningful effect on Organizational Resilience.

Table 1. Hypothesis

Hypothesis	Test Model
H1: POS has a meaningful effect on Robustness	Model 1
H2: POS has a meaningful effect on Agility	Model 2
H3: POS has a meaningful effect on Integrity	Model 3
H4: POS has a meaningful on Organizational Resilience	Model 4

3. SCOPE AND LIMITATIONS OF THE RESEARCH

While there is plenty of research conducted in the literature about perceived organizational support and organizational resilience, the effect of perceived organizational support on organizational resilience is never observed. The purpose of this study is to be the first academic work that observes the effect of perceived organizational support on organizational resilience.

The scope of this study is limited to the data collected from 338 individuals who work in the private logistics businesses in Istanbul. Another constraint in the scope of this study is that all the participants work in the same sector, yet these individuals only represent a very small chunk of the total number of people who work in the sector. During my research about the universe of the study, I was not able to reach reliable information about how many people in Istanbul works in logistics sector. Therefore, it is not possible to give a reliable information about the universe of this study while the sample size is 318 people, this is also one of the limitations of this study.

Analysis has been carried out with the data of 318 participants, using simple linear regression. Readers have to take into consideration that the results of this study only cover the individuals who work in private logistics businesses in Istanbul, Turkey and the vast majority of these people are office workers; thus, the individuals who work in the same companies but doesn't work in the office are not represented in this study. Another

limitation of the study is that the data collected for the analysis is secondary data, and profile and number of the participants might not represent the sector fully. Data was collected during the covid-19 pandemic, which made it difficult to reach people from the sector as businesses has not been operating at full capacity and most of the individuals has been working from home.

4. RESEARCH METHOD

The approval of the research method and the tools that will be used in this thesis is taken from the ethics committee on 06.02.2020. The methods used while collecting the data, population, and sample of the research and information about these variables mentioned in this part of the thesis.

4.1 DATA COLLECTION

The questionnaire was applied to the participants using the online survey method between 09.03.2020 and 09.10.2020. The questionnaire was formed in three parts; in the first part, there are demographic questions; in the second part, there are questions of perceived organizational support; and in the third part, there are questions of perceived organizational support. While designing the research as descriptive research, the 7-point Likert scale is used in the questionnaire, and the results are analyzed through a simple linear regression model.

4.1.1. Data Collection Tools

There are two scales used in this thesis, the first one is the perceived organizational support scale (Shanock, et al., 2019), and the second scale is organizational resilience scale (Kantur & Iseri-Say, 2015). In the next two parts, detailed information will be given about the scales.

4.1.2. Perceived Organizational Support Scale

The original perceived organizational support scale was introduced by Robert Eisenberger and colleagues (Eisenberger et al., 1986). This original survey (SPOS) was formed of 36 items and measured by 7-point Likert scale (1=strongly disagree, 7=strongly agree). Eisenberger et al., (1986) tested the scale by sending it to different companies. Three hundred sixty-one answers were returned, and after analyzing the results researchers found out that survey of perceived organizational support (SPOS) score considerably varied from one organization to another (Eisenberger et al., 1986). After conducting a reliability and item analysis, researchers found out that all of the 36

items showed a strong loading on the primary factor (POS) with very little evidence of existence for other factors (Eisenberger et al., 1986).

Later on, with the increasing studies conducted on the perceived organizational support field, researchers found out 36 item survey was not practical due to the survey being too long. With the increasing number of studies in the field, correlations among factor scores and survey of perceived organizational support scale revealed that either 8 item or 16-item shortened versions of the original 36 item scale would be even more efficient (Worley et al., 2009).

A thorough literature review around the discussed topic demonstrated that the shorter 10-item scale was ideal for this research. This 10-item version is formed by taking ten items that are highly loading items, capturing both halves of the perceived organizational support, which are "valuing contributions" and "caring about well-being". In this version of the perceived organizational support survey, all of the ten items are positively worded to avoid problems as reduced internal consistency and multiple factor structures (Shanock, et al., 2019).

The version that is used in this thesis has a single factor, that is "perceived organizational support", 7-point Likert scale used just like the original scale (1=strongly disagree, 7=strongly agree).

1	2	3	4	5	6	7
Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree

- (1) My organization values my contribution to its well-being.
- (2) My organization strongly considers my goals and values.
- (3) Help is available from the organization when I have a problem.
- (4) My organization really cares about my well-being.
- (5) My organization wishes to give me the best possible job for which I am qualified.
- (6) My organization cares about my general satisfaction at work.
- (7) My organization takes pride in my accomplishments at work.
- (8) My organization would forgive an honest mistake on my part.
- (9) My organization is willing to extend itself in order to help me perform my job to the best of my ability.
- (10) The organization cares about my opinions.

4.1.3. Organizational Resilience Scale

Despite the number of increasing researches on Organizational Resilience, there is no consensus on how to measure Organizational Resilience construct (Kantur & Iseri-Say, 2015). In organizational theory literature, there have been several different attempts to create a scale to analyze the construct using different dimensions, but none of these attempts ended up with a widely accepted scale. This thesis employed the scale developed by (Kantur & Iseri-Say, 2015). Kantur and Iseri-Say (2015) have adopted both quantitative and qualitative methods to test their scale; they have collected data from the same respondents with both methods. They have tested their data, and the results showed that the organizational resilience construct has three dimensions; robustness, agility, and integrity.

To summarize their results, Kantur and Iseri-Say (2015) stated that they had collected a new data to revalidate their scale and after the data collection and the analysis, overall results showed that a 9-item organizational resilience scale is reliable and valid. Organizational resilience scale they have developed as a three-dimensional structure. The first dimension is robustness, and robustness is an organization's ability to recover from negative situations, and it has four items. The second dimension is agility which is an organization's ability to take rapid action, and it has three items. The third dimension is integrity, which measures the unity of employees within an organization with three items (Kantur & Iseri-Say, 2015).

With the approval of Kantur, their scale was adopted in this thesis; more specifically, this research employs the original 12 item version with the 7-point Likert scale (1=strongly disagree, 7=strongly agree).

1	2	3	4	5	6	7
Strongly disagree	Moderately disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Moderately agree	Strongly agree

- (1) My organization stands straight and preserves its position.
- (2) My organization is successful in generating diverse solutions.
- (3) My organization has strength to use required sources.
- (4) My organization rapidly takes action.
- (5) My organization develops alternatives in order to benefit from negative circumstances.

- (6) My organization is agile taking required action when needed.
- (7) My organization is a place where all the employees engaged to do what is required from them.
- (8) My organization is successful in acting as whole with all of its employees.
- (9) My organization is powerful and not easily affected by outside factors.
- (10) My organization shows resistance to the end in order not to lose.
- (11) My organization is powerful enough to overcome everything.
- (12) My organization does not give up and continues its path.

4.2. POPULATION AND SAMPLE

The research survey applied to the individuals who work in the private logistics businesses in Istanbul, Turkey. The data was collected during the covid-19 pandemic; due to travel restrictions and cautions taken by the companies to stop the spread of the virus, collecting data face to face was not possible. It was a lot safer for both the researcher and the participants to conduct the survey using online methods. The survey was prepared using online tools, and the survey link shared with people through different tools of internet. The sample consists of people who work in the offices of private logistics businesses, the individuals who do not work in offices such as truck drivers, storage managers, storage workers, security guards, dock workers are not represented in this study. The survey was shared with the individuals who work for 11 relatively big, private logistics businesses. These 11 companies had more than 700 workers; only 338 of these people answered the survey, and 318 of the answers were eligible for the analysis. During my research about the universe of the study, I was not able to reach reliable information about how many people in Istanbul works in logistics sector. Therefore, it is not possible to give a reliable information about the universe of this study while the sample size is 318 people.

4.3. DATA ANALYSIS

Data was collected by creating an online questionnaire and sending the questionnaire's link to the participants through different tools of the internet. After the data collection, demographic data turned into a meaningful form first, creating tables and defining the percentage of each group such as gender, marital status, position in the company, etc.

Using software, participants answers were turned into a meaningful form so the data could be imported and progressed. The hypotheses and the proposed models are tested and analyzed using simple linear regression model.

5. RESEARCH FINDINGS

This is the part of the thesis where the research findings are explained. First, the demographic data is described, after the research findings and model outputs are explained in detail.

5.1. DESCRIPTIVE STATISTICS

Out of 338 answers, 318 was suitable for the analysis. Majority of the participants are women, (%65) the average age of participants is 32, and %52 of the participants is married. Moreover; %58 of the participants describes themselves as specialist, %14 is office worker, %14 is worker, %6 is managers, %5 is vice managers and %3 are consultants. The participants' education level is relatively high; %68 of the participants has a Bachelor degree, %21 of the participants has a Master's or higher degree, %6 have an associate degree, %4 has high school degree and %1 has primary education. The descriptive statistics shown with tables as below;

Table 2. Distribution of Gender

Gender	Frequency	Percentage
Female	208	65
Male	110	35
Total	318	100,0

Table 2 above reveals interesting results, specifically, 65% of the people who filled the research survey are women. To make it clear, we must declare that this rate does not represent the share of women in the sector. The survey was only filled by the people who work in the offices of logistics businesses located in the Istanbul; therefore, this result does not include all the people who work in the sector.

Table 3. Distribution of Position

Position	Frequency	Percentage
Specialist	184	58
Office Worker	46	14
Worker	45	14
Consultant	9	3
Vice Manager	15	5
Manager	19	6
Total	318	100,0

While 58% of the people who filled the survey classifies themselves as specialists, this role includes the biggest section of the participants. Office workers and workers follow specialists with 14% each.

Table 4. Distribution of Education Level

Education Level	Frequency	Percentage
Primary education	3	1
High school	14	4
Associate Degree	20	6
Bachelor Degree	215	68
Master's Degree or higher	66	21
Total	408	100,0

Istanbul is the most crowded city in Turkey, and the city has some of the most prestigious universities in the country. Istanbul also is the main trade hub of the country; therefore 89% of the participants having a bachelor's degree or even higher degree is not surprising considering the competition and the number people in the city.

Table 5. Distribution of Marital Status

Marital Status	Frequency	Percentage
Married	164	52
Single	154	48
Total	318	100,0

Marital status statistics are very close, while 52% of the participants are married, the remaining 48% are single.

5.2. RELIABILITY ANALYSIS

5.2.1. Reliability Analysis of Perceived Organizational Support Scale

The Simple Linear Regression method was used for the data interpretation. To be able to conduct Simple Linear Regression, there are other analyses to be done first to check if the data is suitable for Simple Linear Regression. Moreover, it is crucial to first

test the reliability of the scales that have been used in this thesis, and then proceed with the data interpretation.

Two scales were used to prepare the survey; Perceived Organizational Support scale and Organizational Resilience scale. Perceived Organizational Support scale is unidimensional and has a single factor that is "Perceived Organizational Support". Organizational Resilience scale has three items that are; Robustness, Agility and Integrity (Kantur & Iseri-Say, 2015). Scales used in this thesis are explained in detail in the data collection tools part of the thesis.

Reliability analysis is used to test the internal consistency of items of a scale. In other words, reliability analysis interprets if the items of a scale measure the same thing using the answers of participants. While testing the internal consistency of a scale's items, we check the correlation of items. Reliability coefficient takes values between 0 and 1; the more this value is close to 1, the reliability of the scale increases (Ural & Kılıç, 2018). This thesis employed Cronbach's alpha method to measure the internal consistency of the perceived organizational support and organizational resilience scales.

Table 6. Case Progressing Summary Output of Perceived Organizational Support Scale

Case Progressing			
Cases	Valid	Excluded	%
318	318	0	100

As can be seen from the output above, all of the answers from individuals were used in the analysis. There are no excluded answers.

Table 7. Reliability Statistics Output of Perceived Organizational Support Scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.949	0.949	10

According to the George and Mallery (2019), a rule of thumb provided as; $\alpha=.9$ —excellent, $\alpha=.8$ —good, $\alpha=.7$ —acceptable, $\alpha=.6$ —questionable, $\alpha=.5$ —poor (George & Malley, 2019). As for the perceived organizational support scale, according to George and Mallery's (2019) rule of thumb, $\alpha=.949$ has excellent reliability.

Table 8. Item-Total Statistics Output of Perceived Organizational Support Scale

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
POSQ1	40.5189	187.739	0.733	0.589	0.946
POSQ2	40.9214	182.741	0.807	0.701	0.943
POSQ3	40.4717	181.935	0.836	0.735	0.941
POSQ4	41.2013	181.783	0.841	0.766	0.941
POSQ5	40.6541	184.195	0.753	0.614	0.945
POSQ6	40.827	182.856	0.844	0.756	0.941
POSQ7	40.2987	185.188	0.768	0.608	0.944
POSQ8	40.6195	192.318	0.639	0.462	0.95
POSQ9	40.6038	185.893	0.787	0.661	0.944
POSQ10	40.4969	183.008	0.834	0.725	0.942

The statistics provided on table 8 shows that there is only a single item that could be deleted to increase Cronbach's Alpha value of perceived organizational support scale, that is item 8. But deleting this item from the scale will only increase the Cronbach's Alpha value by .001, this value is not a significant increase; therefore, this item was not deleted.

5.2.2. Reliability Analysis of Organizational Resilience Scale

This research adopted the organizational resilience scale that is developed by Kantur and Iseri-Say (2015). The scale is consisting of 12 items and three dimensions. The dimensions are Robustness, Agility and Integrity (Kantur & Iseri-Say, 2015).

Table 9. Case Progressing Summary Output of Organizational Resilience Scale

		N	%
Cases	Valid	318	100
	Excluded	0	0
	Total	318	100

As can be seen from the output above, all of the answers from individuals were used in the analysis. There are no excluded answers.

Table 10. Reliability Statistics Output of Organizational Resilience Scale – Robustness

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.906	0.906	5

Table 11. Reliability Statistics Output of Organizational Resilience Scale – Agility

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.892	0.892	4

Table 12. Reliability Statistics Output of Organizational Resilience Scale – Integrity

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.891	0.89	3

Table 13. Reliability Statistics Output of Organizational Resilience Scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.958	0.959	12

Table 10, 11 and 12 show the reliability statistics of all three dimensions of the organizational resilience scale, and table 13 shows the reliability statistics of organizational resilience scale as a whole that used in this thesis. According to the George and Mallery (2019), a rule of thumb provided as; $\alpha=.9$ —excellent, $\alpha=.8$ —good, $\alpha=.7$ —acceptable, $\alpha=.6$ —questionable, $\alpha=.5$ —poor (George & Malley, 2019). Organizational resilience scale used in this thesis having $\alpha=.906$ for Robustness, $\alpha=.892$ for Agility, $\alpha=.891$ for Integrity and $\alpha=.958$ for organizational resilience scale as whole has excellent reliability, according to George and Mallery's (2019) rule of thumb.

Below, in tables 14, 15, 16 and 17 Item-Total Statistics of organizational resilience scale will be studied and checked for the reliability of Cronbach's Alpha value if any items need to be deleted or not.

Table 14. Item-Total Statistics Output of Organizational Resilience Scale – Robustness

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Robustness1	19.8585	37.251	0.756	0.662	0.887
Robustness2	20.0031	37.158	0.784	0.689	0.881
Robustness3	20.1038	36.895	0.729	0.552	0.893
Robustness4	19.9182	36.801	0.767	0.633	0.884
Robustness5	19.7767	37.12	0.782	0.662	0.881

Table 15. Item-Total Statistics Output of Organizational Resilience Scale – Agility

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Agility1	13.7547	22.791	0.821	0.714	0.838
Agility2	13.8836	24.324	0.689	0.48	0.887
Agility3	13.7642	22.32	0.822	0.718	0.837
Agility4	13.7107	23.714	0.718	0.525	0.877

Table 16. Item-Total Statistics Output of Organizational Resilience Scale – Integrity

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Integrity1	9.2925	11.085	0.837	0.805	0.800
Integrity2	9.2484	10.944	0.871	0.822	0.770
Integrity3	8.8616	13.325	0.665	0.45	0.945

Table 17. Item-Total Statistics Output of Organizational Resilience Scale

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Robustness1	51.93	273.863	0.764	0.684	0.956
Robustness2	52.08	273.199	0.796	0.729	0.955
Robustness3	52.18	272.511	0.750	0.630	0.956
Agility1	52.37	269.692	0.828	0.759	0.954
Agility2	52.50	276.427	0.690	0.510	0.958
Agility3	52.38	267.965	0.832	0.746	0.954
Integrity1	52.58	267.557	0.815	0.840	0.954
Integrity2	52.53	268.748	0.805	0.836	0.955
Agility4	52.33	268.524	0.822	0.722	0.954
Robustness4	51.99	271.095	0.804	0.701	0.955
Integrity3	52.15	270.593	0.812	0.749	0.954
Robustness5	51.85	272.841	0.800	0.730	0.955

In tables 14, 15, 16, and 17 there are the outputs for each dimension's item-total statistics tables as well as organizational resilience scale's item-total statistics as whole. Looking at the tables 14, 15, and 16 we can see that from all three dimensions of organizational resilience scale (Robustness, Agility and Integrity), an only significant increase caused by deleting an item exist on table 16. Deleting the item Integrity3 causes an increase on Cronbach's Alpha from .891 to .945, normally deleting this item should be fine. But, in a multidimensional scale, having at least three items for each factor is widely recommended by the literature (Raubenheimer, 2004). On table 17, item-total statistics of organizational resilience scale as whole can be seen. Of all 12 items, deleting none causes a significant increase on Cronbach's Alpha value, therefore there is no need to delete any of the items.

5.3. AVAILABILITY OF THE DATA FOR SIMPLE LINEAR REGRESSION

Simple linear regression is a scientific method used to analyze if there is a relationship between one variable and another, and if so, what is the degree of this relationship by drawing a line between these variables. Simple linear regression method can only be used if there is one dependent (X) and one independent variable (Y) (Riviera,

2020). If there are multiple variables for predicting a dependent variable, then multiple linear regression should be used.

In this thesis, there are two variables; Perceived Organizational Support and Organizational Resilience and we are researching if there is a relationship between these variables, and if so, what is the degree of this relationship. Perceived Organizational Support is the predictor (independent) variable in the research model, and Organizational Resilience is the response (dependent) variable. In other words, we use perceived organizational support to predict organizational resilience.

The scales' reliability and the data are tested and verified in the previous part. In this part of the study, the data will be tested for availability for simple linear regression using the same software. Before starting simple linear regression analysis, their assumptions to meet. Without meeting these assumptions, one cannot continue with simple linear regression. Next part tests the data for the assumptions of simple linear regression.

5.3.1. Assumptions of Simple Linear Regression

Parametric tests make assumptions about the data. As a parametric test, Simple Linear Regression also has assumptions. These assumptions are; (Bevans, 2020)

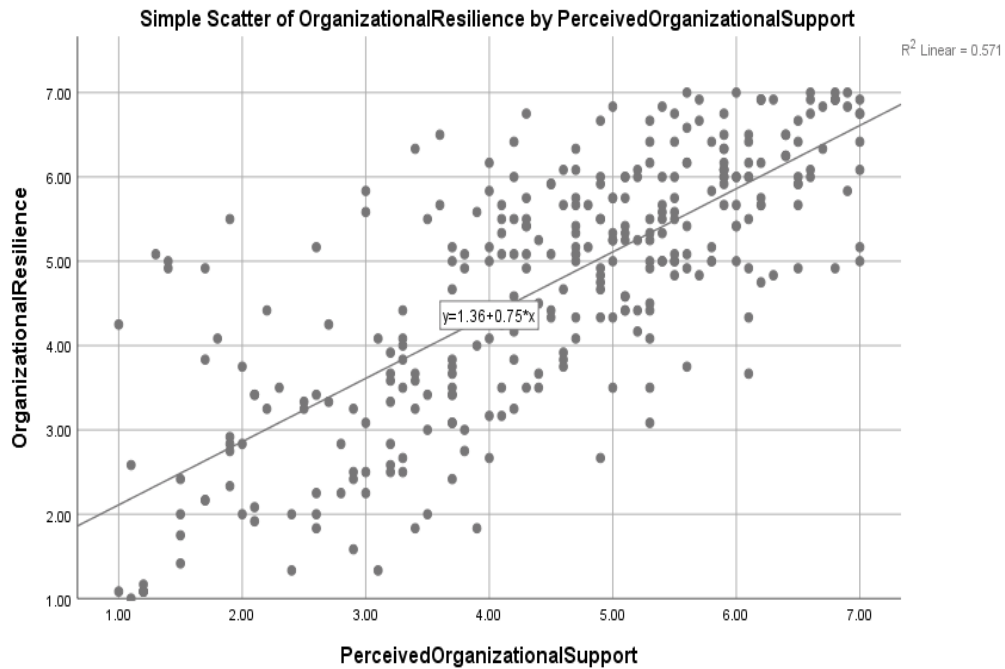
- (1) Homogeneity of variance (homoscedasticity): Within the sample, the variance of Y for each X value is constant.
- (2) Independence of observations: All participants in the sample is only counted once.
- (3) Normality: The data is normally distributed.
- (4) The relationship between predictor (Perceived Organizational Support) and the outcome variable (Organizational Resilience) is linear.

In the next parts, the data will be tested for these assumptions and if it meets these assumptions in order to proceed with the simple linear regression.

5.3.2. Test of Homogeneity of Variance (Homoscedasticity)

Test of homogeneity is done to check if the variance of Y for each X value is constant. Building a chart using chart builder function was created to check if the data can achieve homoscedasticity.

Figure 5. Simple Scatter Plot Output



In figure 5 above, it can be seen that Organizational Resilience is being predicted by Perceived Organizational Support. Using "Add Fit Line at Total" function, a regression line was added to the plot. After adding the regression line, by looking at the line, we can establish that the data look linearly related and positive, which means, as Perceived Organizational Support goes up, Organizational Resilience goes up as well. By looking at figure 5, it can be clearly seen that linearity is also achieved.

For the homogeneity test, the spread of the data along the regression line needs to be similar. When we check the spread of the data along the regression line, it can be seen that the spread of the data is similar, which means the test of homogeneity is established.

While the scatter plot above shows useful information about the homogeneity of the variance, in order to test the homogeneity in a statistically significant way, Arch LM test will be used. In the case of having homogeneity of the variance, it means there is no heteroskedasticity, in other words it means there is no change in the variance.

Table 18. Arch – LM Test Results

F - statistic	3189.866
Obs*R-squared	80.94458
Prob. F (1,81)	0.0000
Prob. Chi-Square (1)	0.0000

Arch-LM test conducted to ensure that there is no change in the variance. Table 18 above shows the results of the Arch-LM test and this result proves that there is no

change in the variance. H0: is denied, it proved that there is no changing variance in the series.

5.3.3. Independence of Observations

Independence of Observations means that the sample observations are independent of each other; in other words, observations in the data used only once (Bevans, 2020). While checking the independence of observations using Durbin-Watson statistics, we want the Durbin-Watson value to be between 1 and 3.

Table 19. Model Summary Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.756	.571	.570	.97969	1.739

This research checks the independence of observations by examining the independence of errors using the Durbin-Watson test. Table 19 above shows that Durbin-Watson value is 1.739, which means the assumption of independence of observations has been met.

5.3.4. Test of Normality

In this part of the thesis, data was tested for the normality. First, the PP-Plot must be checked to see if the observations generally line up along a 45-degree line created by the software.

Figure 6. P-P PLOT Output

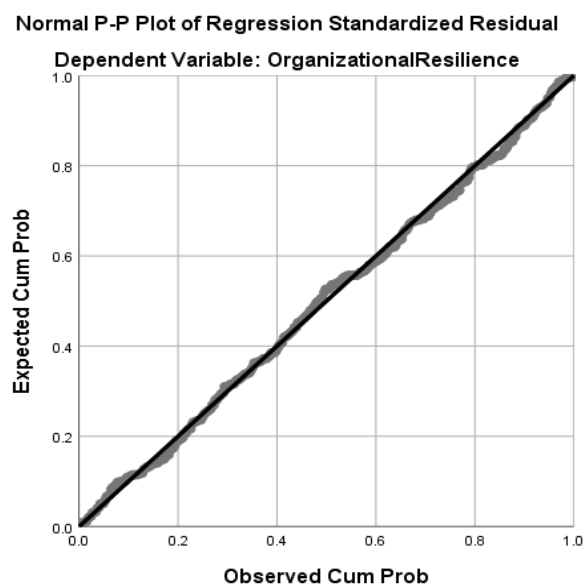


Figure 6 above demonstrates that observations generally line up along a 45-degree line, which means we have the normality of residuals; next, we are going to check if our dependent variable is normally distributed;

Figure 7. Histogram Output

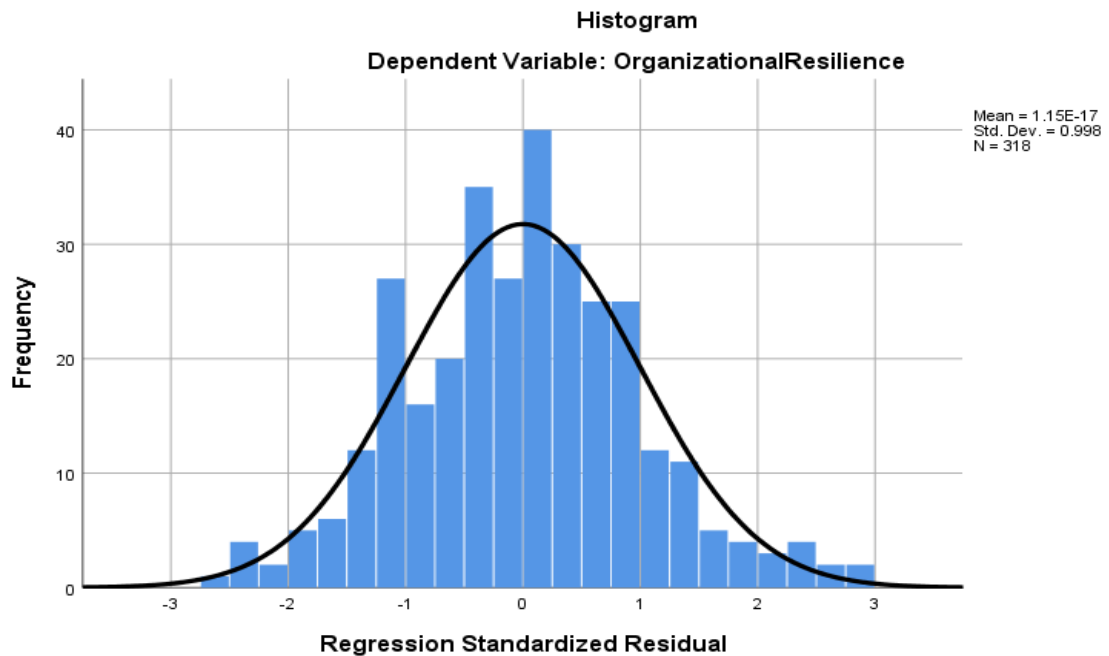
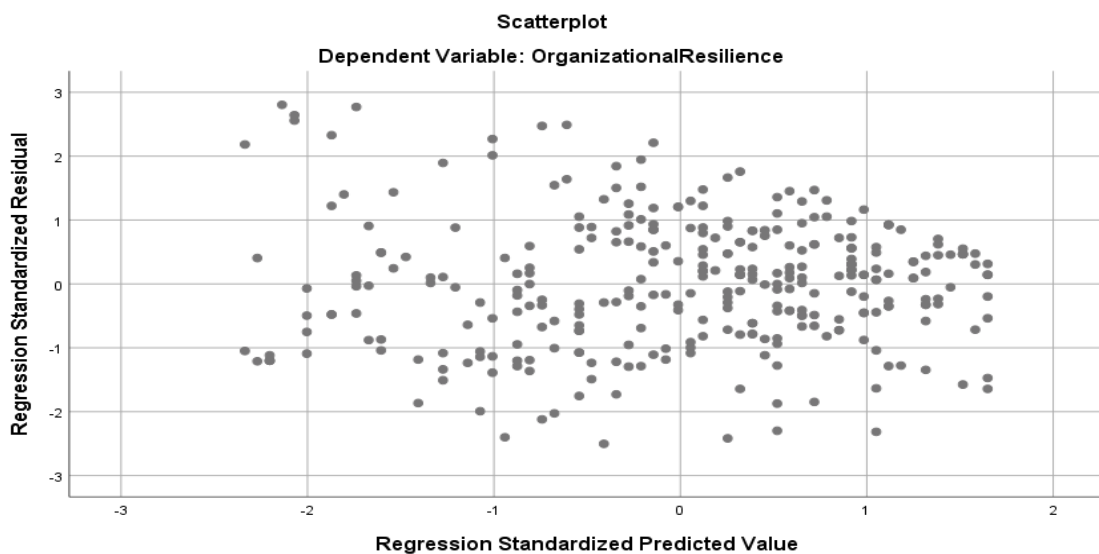


Figure 7. above shows us the dependent variable; Organizational Resilience is normally distributed. In a normal distribution, 68% of the values will lie between -1 and +1, and 95% of the values will lie between -2 and +2 (George & Malley, 2019, p. 113). Next, we need to check the scatterplot to see if standardized residuals versus the predicted value are elliptical.

Figure 8. Scatterplot Output



By looking at figure 8 above, we can see that standardized residuals versus the predicted value are elliptical because there are no patterns on the table. In the next part, the data will be checked for the Outliers, which is crucial for linear regression.

5.3.5. Test of Outliers

Test of outliers is critical to check before conducting simple linear regression because regression is very sensitive to outliers. To check for the outliers, we should investigate the Residual Statistics table after conducting the regression analysis.

Table 20. Residual Statistics Output

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1112	6.6100	4.7490	1.12924	318
Residual	-2.45230	2.74716	.00000	.97815	318
Std. Predicted Value	-2.336	1.648	.000	1.000	318
Std. Residual	-2.503	2.804	.000	.998	318

The output given in table 20 shows the residual statistic values at minimum -2.503 and maximum 2.804. These values are not lower than -3.29 and not higher than +3.29, which means we don't have outliers.

So far, analyzing the data revealed several results. The data has achieved the linearity, homogeneity, normality, independence of variables, and there were no outliers. This means we can continue with the analysis and test the models for linear regression now. In the next part, all 4 of the models and hypotheses will be tested.

5.4. TESTING MODELS AND HYPOTHESES

In this thesis, the effect of perceived organizational support on organizational resilience is studied. Perceived organizational support is defined as; Employee's general perception of, the degree of being-valued and cared about by the organization (Eisenberger et al., 1986). Organizational Resilience is defined as; Ability to survive a crisis, adapting to the new environment that is formed after the crisis, and thriving in this new environment by changing this unfavorable solution into a strategic advantage.

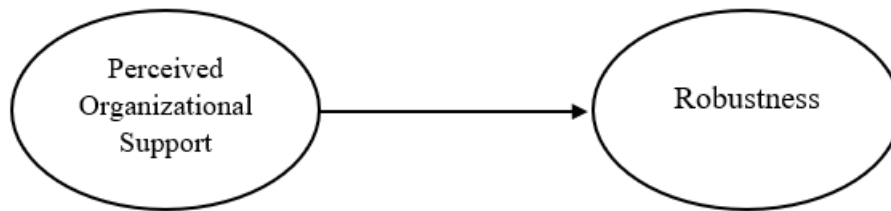
While building research models, the induction method was employed; first we have to explore the relationship between the Perceived Organizational Support and the dimensions of Organizational Resilience; Robustness, Agility and Integrity. Afterwards we should check the relationship between Perceived Organizational Support and

Organizational Resilience as a whole. Therefore, the next part tests the models and hypotheses using the induction method.

5.4.1. The Effect of Perceived Organizational Support on Robustness

In this part of the thesis, the effect of perceived organizational support on organizational resilience will be tested, and the hypotheses 2 "Perceived Organizational Support has a meaningful effect on Robustness" will be tested as well using a simple linear regression method.

Figure 9. Research Model 1



For testing the H1, the coefficients output was used, because in this model, there is only one dependent and one independent variable. In such cases, coefficients and model summary tables are useful to check if our model is meaningful.

Table 21. Coefficients Output - Robustness

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1 (Constant)	1.701	.184		9.266	.000	1.340	2.062
Perceived Organizational Support	.727	.039	.728	18.850	.000	.651	.802

When we take a look at table 21 above, we can see that the significance value is 0. Because this value is 0, which is $0 < 0.05$, it means our model is meaningful. After this analysis, we will take a look at the output of the summary table to see, to what level our model is meaningful.

Table 22. Model Summary Output - Robustness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.728	.529	.528	1.03351	1.794

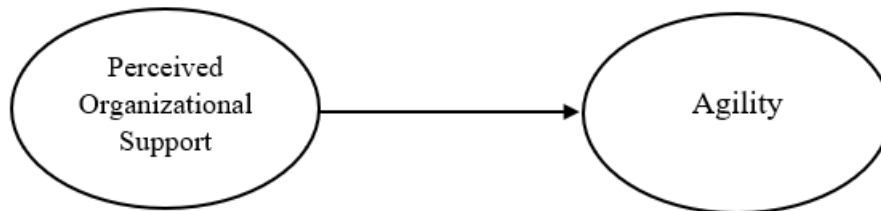
We have already established that our model is meaningful. In this part, we will check the Model Summary output to see how much of this relationship can be explained using our model. The R Square value given in table 22 indicates that in our model Perceived Organizational Support explains 52.9% of the change in Robustness. In other

words, Perceived Organizational Support statistically predicted Robustness, accounting for 52.9% of the variability in Robustness with adjusted $R^2 = .529\%$ this is a meaningful relationship. H1: Perceived Organizational Support has a meaningful effect on Robustness is accepted.

5.4.2. The Effect of Perceived Organizational Support on Agility

In this part of the thesis, the effect of perceived organizational support on organizational resilience will be tested, and the hypotheses 2 "Perceived Organizational Support has a meaningful effect on Agility" will be tested as well using a simple linear regression method.

Figure 10. Research Model 2



This research model has only two variables; this model demonstrates an attempt to predict Agility using Perceived Organizational Support. Simple Linear Regression method is used in this model as well since we have only one dependent and one independent variable. We are going to take a look at coefficients and model summary outputs.

Table 23. Coefficients Output - Agility

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1 (Constant)	1.275	.201		6.352	.000	.880	1.670
Perceived Organizational Support	.734	.042	.700	17.416	.000	.651	.817

When we take a look at table 23 above, we can see that the significance value is 0. Because this value is 0, which is $0 < 0.05$, it means our model is meaningful. After this analysis, we will take a look at the output of the summary table to see, to what level our model is meaningful.

Table 24. Model Summary Output – Agility

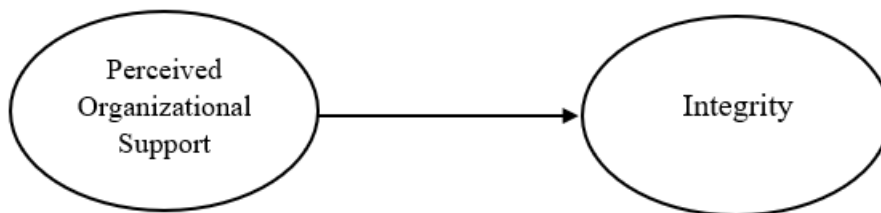
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.700	.490	.488	1.13059	1.880

We have already established that our model is meaningful. In this part, we will check the Model Summary output to see how much of this relationship can be explained using our model. The R Square value from table 24 shows that Perceived Organizational Support explains 49% of the change in Agility in our model. In other words, Perceived Organizational Support statistically predicted Agility, accounting for 49% of the variability in Agility with adjusted $R^2 = .490\%$ this is a meaningful relationship. H2: Perceived Organizational Support has a meaningful effect on Agility is accepted.

5.4.3. The Effect of Perceived Organizational Support on Integrity

In this part of the thesis, the effect of perceived organizational support on organizational resilience will be tested, and the hypotheses 3 "Perceived Organizational Support has an effect on Integrity" will be tested as well using a simple linear regression method.

Figure 11. Research Model 3



This research model has only two variables. This model attempts predicting Integrity by using Perceived Organizational Support. Simple Linear Regression method is used in this model as well since we have only one dependent and one independent variable. We are going to take a look at coefficients and model summary outputs.

Table 25. Coefficients Output – Integrity

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1 (Constant)	.911	.204		4.478	.000	.511	1.312
Perceived Organizational Support	.809	.043	.729	18.993	.000	.725	.893

When we take a look at table 25 above, we can see that the significance value is 0. Because this value is 0, which is $0 < 0.05$, it means our model is meaningful. After this

analysis, we are going to take a look at the output of the summary table to see, to what level our model is meaningful.

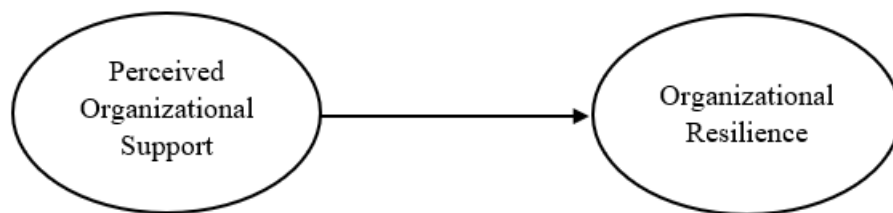
Table 26. Model Summary Output – Integrity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.729	.531	.530	1.14603	1.627

We have already established that our model is meaningful. In this part, we will check the Model Summary output to see how much of this relationship can be explained using our model. The R Square value given in table 26 shows that in our model Perceived Organizational Support explains 53.1% of the change in Integrity. In other words, Perceived Organizational Support statistically predicted Integrity, accounting for 53.1% of the variability in Integrity with adjusted $R^2 = .531\%$ this is a meaningful relationship. H3: Perceived Organizational Support has a meaningful effect on Integrity is accepted.

5.4.4. The Effect of Perceived Organizational Support on Organizational Resilience

Figure 12. Research Model 4



In previous parts, the effect of perceived organizational support on the dimensions of organizational resilience (Robustness, Agility and Integrity) is studied and H1, H2 and H3 are tested and accepted. In this part, the effect of perceived organizational support on organizational resilience will be analyzed and organizational resilience will be taken into consideration as a whole. This means, H4: Perceived Organizational Support has a meaningful effect on Organizational Resilience will be tested in this part using simple linear regression. To explain this model, first, a number of tables will be listed, evaluated and predicted below.

Table 27. Correlations Output

		Organizational Resilience	Perceived Organizational Support
Pearson Correlation	Organizational Resilience	1.000	.756
	Perceived Organizational Support	.756	1.000
Sig. (1-tailed)	Organizational Resilience	.	.000
	Perceived Organizational Support	.000	.
	Organizational Resilience	318	318
	Perceived Organizational Support	318	318

Table 27 Correlation Output above shows that variables (perceived organizational support and organizational resilience) correlate positively .756, which is a strong, positive correlation.

Table 28. Variables Entered/Removed Output

Model	Variables Entered	Variables Removed	Method
1	Perceived Organizational Support	.	Enter

Table 28 Variables Entered/Removed above shows that the only predictor in the model was perceived organizational support and no variables were removed. Table 28 also shows that in the analysis, the Enter method was used.

Table 29. Model Summary Output

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.756	.571	.570	.97969	1.739

Table 29 Model Summary Output shows critical information and the result of the analysis. R Square value shows that the level of perceived organizational support predicted 57.1% variance in organizational resilience.

Table 30. ANOVA Output

	Sum of Squares	df	Mean Square	F	Sig.
Regression	404.231	1	404.231	421.162	.000
Residual	303.297	316	.960		
Total	707.527	317			

Using table 30 the ANOVA output above shows that the model, using perceived organizational support as a predictor is significantly better than the prediction without the perceived organizational support in the model. There is a statistically meaningful

relationship between the predictor (perceived organizational support) and the outcome (organizational resilience) variable. H4: Perceived organizational support has a meaningful effect on organizational resilience is accepted.

Table 31. Coefficients Output

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1 (Constant)	1.361	.174		7.826	.000	1.019	1.704
Perceived Organizational Support	.750	.037	.756	20.522	.000	.678	.822

Table 30, ANOVA output has shown that the model works. Results in Table 31. Coefficients output checks how the model works. Before starting to the interpretation, let us remind ourselves that 1 (Constant) is the output variable, organizational resilience. Significance values are the first thing to check here, because if this value is not statistically significant, then it means this predictor (perceived organizational support) doesn't add to the model.

Knowing that the significance value is statistically significant, looking at the *t*-test, we continue the interpretation by looking at the coefficients. Checking *Unstandardized Coefficients* will show if the model has a positive or negative increase in constant (organizational resilience) due to an increase in the predictor (perceived organizational support). Now, by looking at table 30 Above *Unstandardized Coefficients*, we can establish that for every one-unit increase in perceived organizational support, organizational resilience will increase by .750 points. The *Standardized Coefficients Beta* value in table 30 above clearly demonstrate that for every standard deviation increase in perceived organizational support, organizational resilience will decrease by .756. Now that we have our A and B coefficients, we can use these coefficients for the regression equation prediction. The regression equation for predicting organizational resilience from perceived organizational support is $\hat{Y} = 1.361 + 0.750x$ (perceived organizational support).

Table 32. Residual Statistics Output

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1112	6.6100	4.7490	1.12924	318
Residual	-2.45230	2.74716	.00000	.97815	318
Std. Predicted Value	-2.336	1.648	.000	1.000	318
Std. Residual	-2.503	2.804	.000	.998	318

Table 32 above shows us the Residual Statistics values of the model. This table, checks the minimum and maximum values to see if there are any outliers in the model. As it can be observed, both Minimum and Maximum Std. Residual values are (Std. Residual Minimum=2.503, Maximum=2.804) between -3.29 and +3.29, which means there are no major outliers in the model.

Simple Linear Regression was conducted to examine whether perceived organizational support could predict organizational resilience. A scatterplot showed that the relationship between perceived organizational support and organizational resilience was positive and linear and did not reveal any bivariate outliers. Analysis of standard residuals showed that the data contained no outliers (Std. Residual Min. = -2.503, Std. Residual Max. = 2.804). Independence of residual errors was confirmed with a Durbin-Watson test ($d=1.739$). Residual plots showed homoscedasticity and normality of the residuals.

Perceived Organizational Support statistically predicted Organizational Resilience accounting for 57.1% of the variability in Organizational Resilience with adjusted $R^2=.571\%$ thus, for each one-unit increase in perceived organizational support, organizational resilience was increased by 0.750 points, this is a meaningful relationship.

DISCUSSION

Employees need to feel the support of their supervisors to thrive in their work environment, especially the people who work in stressful environments—knowing that they are valued and cared about boosts employee’s self-esteem and forms resilience towards harmful effects of stress and unfavorable conditions that may occur in the work environment (Al-Omar, et al., 2019). A number of researches in the literature show us how important perceived organizational support is. A relatively new term, organizational resilience proven its importance in the whole world during Covid-19 pandemic. Unfortunately, there are no studies in the literature investigating the relationship between perceived organizational support and organizational resilience, and from this aspect, this study is the first one. Since there are no studies in the literature that investigates the relationship between perceived organizational support and organizational resilience, this part will take a look at the results of some researches that could be indirectly related to this thesis’ variables, and will demonstrate the findings.

According to Rhoades and Eisenberger (2002), when employees feel secure because they acknowledge that they have the full support of their organization, they tend to be more loyal and commit themselves to the organization, which causes organizational commitment having greater job satisfaction. Employees need to feel happy and secure in the organization; these feelings not only needed by the employees but also for the organization because keeping employee’s happy means that employees are less likely to move to another organization which saves the organization from the costs of finding and training new employees (Rhoades & Eisenberger, 2002).

According to Azusa and Hiroyuki (2013), when employees have strong confidence that their organization can rapidly recover, this confidence causes an increase in organizational commitment on various levels (Azusa & Hiroyuki , 2013). Gyekye and Salminen (2009) found out that, the more employee is satisfied, the higher is the level of perceived organizational support. They also found out that female workers expressed greater supportive perceptions than their male colleagues (Gyekye & Salminen, 2009). According to McManus et al. (2008), resilient organizations have three features that make them resilient: situation awareness, management of keystone vulnerabilities, and adaptive capacity. This progress is called resilience management (McManus et al., 2008).

Within the scope of the research, the effect of perceived organizational support on organizational resilience was studied through the data of the people who work in the private Logistics sector in Istanbul. Due to covid-19 pandemic, the data was collected using an online survey. The survey is shared with the participants using different tools of internet. In this context, the effect of perceived organizational support on organizational resilience was analyzed using a simple linear regression method. Perceived Organizational Support scale used in this thesis has one dimension, which is perceived as organizational support. Organizational Resilience scale used in this thesis has three dimensions; Robustness, Agility and Integrity. Using inductive method, four models built. First, the relationship between perceived organizational support and Robustness, Agility and Integrity is examined, and then the relationship between perceived organizational support and organizational resilience is examined.

An important finding of this study is that Perceived Organizational Support has a meaningful effect on Organizational Resilience. Moreover, a strong relationship between Perceived Organizational Support and the dimensions of organizational resilience (Robustness, Agility and Integrity) is found. Unfortunately, no research in the literature studies the relationship between perceived organizational support and organizational resilience. This study is the first one that specifically explores the relationship between perceived organizational support and organizational resilience. In this situation, unfortunately, we cannot relate these findings to any other research in the literature. Hopefully, other researchers find this topic interesting and conduct research on this topic in the near future, since it is truly fascinating to research the connection between a perceived value and its effect on the organization's resilience. Another purpose of this thesis and its findings was to inspire people for the future researches on this topic.

It is worth pointing out that the respondents in this study were predominantly employees who work under managers' supervision or any other equivalent of a supervisor. This point may be considered as one of the limitations of this research; organizational resilience is usually captured by perceptions of managers, supervisors or business owners. Managers are the decision-makers when it comes to handling challenges and responding to crises; therefore, their evaluation of organizational resilience counts more. Whereas, perceived organizational support should be studied from employees' perspective, as they are the ones who receive treatment from their supervisors and therefore, organizations. As already discussed in this thesis, employees often affiliate and associate their managers

with the organization itself. Thus, it is advised for future researchers of the present topic to take these circumstances into account and consider them while conducting surveys and collecting data.

CONCLUSION AND SUGGESTIONS

The purpose of this study is to investigate the relationship between perceived organizational support and organizational resilience. For the analysis, data gathered from private-sector workers; who works for private companies in the logistics sector in Istanbul. Because of the Covid-19, the only way of collecting the data was by conducting an online survey. An online survey is created, consisted of demographic questions, and questions about perceived organizational support, and organizational resilience. Within the scope of the study, four research models were designed and tested using a simple linear regression method.

The finding of this research suggests that there is a meaningful relationship between perceived organizational support and organizational resilience; in other words, each increase in perceived organizational support causes an increase in organizational resilience. More specifically, the result of this thesis indicates that perceived organizational support accounts for 57.1 per cent of the variance of organizational resilience. While this research answers the question "Is there a relationship between perceived organizational support and organizational resilience?" It also raises the question; why other practitioners did not study the relationship between these two variables before?

This question opens space for future research. Until now, there is no consensus neither on the definition of the organizational resilience nor on which scale to use to measure it. This thesis has pointed out the need to create a standardized scale that can be consistently used by other researchers to measure the same variables in different contexts and realities. The need for adopting such a scale to measure organizations' resilience is relevant in today's world more than ever. The resilience of millions of small and medium businesses was tested during the Covid-19 pandemic, which opens up a new research topic. Strict health measures to prevent the spread of the virus and worldwide lockdown affected countless businesses, employers and employees. Therefore, it is of utmost interest and importance to test the relationship between the POS and organizational resilience in the global pandemic scenario and compare the results with that of this thesis.

Furthermore, one of the biggest limitations of the study is that data were collected only from organizations located in Istanbul, which does not allow for depicting the picture of the entire country. Moreover, the data was collected only from Turkish speaking

respondents, not allowing for the generalization of the results to ex-pat employees and capturing their perceptions.

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APPENDICES

Appendix 1: Questionnaire in English

Honorable Participants,

This survey form is created with the purpose of application part of my thesis, "The Effect of Perceived Organizational Support on Organizational Resilience". The results of this study will only be used for the scientific purposes and will never be shared with third parties. For the success of the study, please carefully read the questions and answer honestly. There are 24 multiple choice questions, it would take approximately 3 to 5 minutes to answer. I would like to thank you very much for your participation.

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DEMOGRAPHIC QUESTIONS

1. Gender? Male Female
2. Age?
3. Marital Status? Single Married
4. Educational Background (Where you graduated from?)
 Primary Education High School Associate Degree Bachelor Degree Graduate (Master's Degree or higher)
5. Your position in the organization?
 Manager Vice Manager Specialist Office Worker Worker
 Academician
6. How many years have you been in this profession? (Please just type the number of years)

Please read the sentences below and choose the answer that fits you the most considering yourself.		Strongly Disagree	Disagree	Partly Disagree	Neutral	Partly Agree	Agree	Strongly Agree
1	My organization values my contribution to its well-being.	1	2	3	4	5	6	7
2	My organization strongly considers my goals and values.	1	2	3	4	5	6	7
3	Help is available from my organization when I have a problem.	1	2	3	4	5	6	7
4	My organization really cares about my well-being.	1	2	3	4	5	6	7
5	My organization wishes to give me the best possible job for which I am qualified.	1	2	3	4	5	6	7
6	My organization cares about my general satisfaction at work	1	2	3	4	5	6	7
7	My organization takes pride in my accomplishments at work.	1	2	3	4	5	6	7
8	My organization would forgive an honest mistake on my part.	1	2	3	4	5	6	7
9	My organization is willing to extend itself in order to help me perform my job to the best of my ability.	1	2	3	4	5	6	7
10	My organization cares about my opinions.	1	2	3	4	5	6	7
Second Part: Organizational Resilience								
11	My organization stands straight and preserves its position.	1	2	3	4	5	6	7
12	My organization is successful in generating diverse solutions.	1	2	3	4	5	6	7
13	My organization has the strength to use required resources.							
14	My organization rapidly takes action.	1	2	3	4	5	6	7
15	My organization develops alternatives in order to benefit from negative circumstances.	1	2	3	4	5	6	7
16	My organization is agile in taking required action when needed	1	2	3	4	5	6	7
17	My organization is a place where all the employees engaged to do what is required from them.	1	2	3	4	5	6	7
18	My organization is successful in acting as a whole with all of its employees.	1	2	3	4	5	6	7
19	My organization is a powerful organization and not easily affected by outside factors.							
20	My organization shows resistance to the end in order not to lose.	1	2	3	4	5	6	7
21	My organization is powerful to overcome everything.							
22	My organization does not give up and continues its path.	1	2	3	4	5	6	7

Appendix 2: Questionnaire in Turkish

Değerli katılımcı,

Bu anket formu “Algılanan Örgütsel Desteğin Örgütsel Rezilyans Üzerine Etkisi” konulu tez çalışmasının uygulama kısmı ile ilgilidir. Bu çalışmanın sonuçları sadece bilimsel amaçlar için kullanılacak olup kesinlikle üçüncü kişilerle paylaşılmayacaktır. Çalışmanın başarılı olabilmesi için anket sorularına içtenlikle cevap verilmesi ve boş soru bırakılmaması önem arz etmektedir. Göstereceğiniz ilgi için şimdiden teşekkür ederiz.

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DEMOGRAFİK SORULAR

1. Cinsiyetiniz? Kadın Erkek
2. Yaşınız
3. Medeni durumunuz? Evli Bekâr
4. Eğitim düzeyiniz?
 İlköğretim Lise Önlisans Lisans Lisansüstü
5. Pozisyonunuz
 Yönetici Yönetici Yardımcısı Uzman Ofis Çalışanı
 Teknisyen Diğer.....
6. Kaç Yıldır Bu Mesleği Yapmaktasınız? Yıl

Lütfen aşağıdaki ifadeleri okuduktan sonra kendinizi değerlendirip sizin için en uygun seçeneğin karşısına çarpı (X) işareti koyunuz.		Kesinlikle katılmıyorum	Katılmıyorum	Kısmen katılmıyorum	Kararsızım	Kısmen katılıyorum	Katılıyorum	Kesinlikle katılıyorum
1	Çalıştığım kurum, kurumun refahına olan katkıya önem verir.	1	2	3	4	5	6	7
2	Çalıştığım kurum, hedef ve değerlerimi fazlasıyla dikkate alır.	1	2	3	4	5	6	7
3	Bir sorunum olduğumda çalıştığım kurum yardım için hazırdır.	1	2	3	4	5	6	7
4	Çalıştığım kurum refahımı ciddi şekilde önemser.	1	2	3	4	5	6	7
5	Çalıştığım kurum yeteneklerim doğrultusunda bana en uygun olan işi vermek ister.	1	2	3	4	5	6	7
6	Çalıştığım kurum, işyerindeki genel memnuniyetimi önemser.	1	2	3	4	5	6	7
7	Çalıştığım kurum, işimdeki başarılarımdan gurur duyar.	1	2	3	4	5	6	7
8	Çalıştığım kurum benden kaynaklanacak affedilebilir bir hatayı muhtemelen bağışlar.	1	2	3	4	5	6	7
9	Çalıştığım kurum, işimi en iyi şekilde yapabilmem için gerekli esnekliği gösterir.	1	2	3	4	5	6	7
10	Çalıştığım kurum görüşlerime değer verir.	1	2	3	4	5	6	7
Çalıştığım kurum beklenmedik/ani gelişen veya kritik/kötü durumlar karşısında...								
11	Çalıştığım kurum dik bir duruş sergileyerek konumunu korumayı başarır.	1	2	3	4	5	6	7
12	Çalıştığım kurum farklı çözüm yolları üretmeyi başarır.	1	2	3	4	5	6	7
13	Çalıştığım kurum gereken her türlü kaynağı kullanabilecek güçte bir kurumdur.							
14	Çalıştığım kurum çabuk harekete geçer.	1	2	3	4	5	6	7
15	Çalıştığım kurum alternatifler geliştirerek olumsuz koşullardan fayda sağlamaya çalışan bir kurumdur.	1	2	3	4	5	6	7
16	Çalıştığım kurum yapılması gerekenleri hızlı bir biçimde yapar.	1	2	3	4	5	6	7
17	Çalıştığım kurum yapılması gerekenleri tüm çalışanların kenetlenerek yaptığı bir kurumdur.	1	2	3	4	5	6	7
18	Çalıştığım kurum tüm çalışanlarıyla bir bütün olarak hareket etmeyi başarır.	1	2	3	4	5	6	7
19	Çalıştığım kurum kolaylıkla etkilenmeyen güçlü bir kurumdur.							
20	Çalıştığım kurum kaybetmemek için sonuna kadar direnç gösteren bir kurumdur.	1	2	3	4	5	6	7
21	Çalıştığım kurum oluşabilecek her türlü durumu atlatabilecek güce sahip bir kurumdur.							
22	Çalıştığım kurum pes etmeden yoluna devam eden bir kurumdur.	1	2	3	4	5	6	7

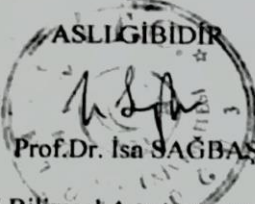
Appendix 3. Ethics Committee Approval

T.C.
AFYON KOCATEPE ÜNİVERSİTESİ
SOSYAL VE BEŞERİ BİLİMLERİ BİLİMSEL ARAŞTIRMA VE YAYIN ETİĞİ KURULU
KARARLARI

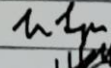


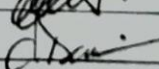
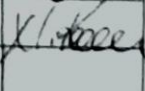
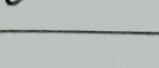
TOPLANTI SAYISI:01 **KARAR TARİHİ:06.02.2020**

KARAR 2020/02

Üniversitemiz Sosyal Bilimler Enstitüsü Yüksek Lisans öğrencisi Tolga MURAT'ın "The Effect of Perceived Organizational Support On Organizational Resilience/ Algılanan Örgütsel Destegın, Örgütsel Rezilyans Üzerindeki Etkisi" başlıklı yüksek lisans tezi kapsamında kullanacağı veri toplama araçlarının, etik açıdan sakıncalı olmadığına, katılanların oy birliği ile karar verildi.


ASLIĞIBİDİR
Prof.Dr. İsa SAĞBAŞ

Sosyal ve Beşeri Bilimleri Bilimsel Araştırma ve Yayın Etik Kurulu Başkanı

	ADI SOYADI	İMZA	NO	ADI SOYADI	İMZA
1	Prof. Dr. İsa SAĞBAŞ		5	Prof. Dr. Uğur TÜRKMEN	
2	Prof. Dr. H. Hüseyin BAYRAKLI		6	Prof. Dr. İsmail AYDOĞUŞ	
3	Prof. Dr. Mustafa GÜLER		7	Prof. Dr. Nusret KOCA	
4	Prof. Dr. Celal DEMİR				

CURRICULUM VITAE

Tolga MURAT was born in Istanbul in 1991, completed his undergraduate education at Afyon Kocatepe University, Department of Business Administration in 2018. He completed his master's degree at Afyon Kocatepe University, Department of Business Administration in 2021. He worked as Project Specialist at Afyonkarahisar Chamber of Commerce and Industry for a year.

