

## THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL IDENTIFICATION

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### ABSTRACT

It is possible to talk about the positive sides of the integration or identification of employees with their organizations within the scope of the fulfillment of organizational goals. One of the factors that is thought to affect organizational identification is the degree of support that the organization gives to employees in a business or individual context. In this context, employees who are supported by their organizations, in other words, who feel the support of their organizations, can be expected to integrate more strongly with their organizations. In this research, it was questioned in which direction the employees perceived the support given by their organizations and whether they integrated with their organizations in the context of this perceived support. The basic assumption in this inquiry is that employees who identify with their organizations will be more productive. In this study, descriptive research method was followed. Within the scope of the findings obtained as a result of the correlation analysis conducted to test the relationships between the variables in the model of the study, it was determined that there was a statistically significant and moderate relationship between the "organizational support" and "organizational identification" variable. It was seen that the findings obtained in the research were in line with the results of the research conducted in the past.

**Keywords:** Organizational support, organizational identification, business support, personal support, Education

### 1.Introduction

It is possible to talk about the positive sides of the integration or identification of employees with their organizations within the scope of the fulfillment of organizational goals. One of the factors that is thought to affect organizational identification is the degree of support that the organization gives to employees in a business or individual context. In this context, employees who are supported by their organizations, in other words, who feel the support of their organizations, can be expected to integrate more strongly with their organizations.

It is stated that organizational identification, which has been discussed for many years in the organizational behavior literature, is related to organizational efficiency and employee satisfaction. It is found that the organizational identification, which is investigated theoretically and experimentally, is confused with organizational commitment, organizational behaviors and similar structures. Organizational identification is the integration of the employee with the identity of the organization, the overlap of individual goals and values with the goals and values of the organization (Oznacar et al., 2020)

It is believed that employees who identify with their organizations are happier, healthier and have higher job satisfaction. However, it is also suggested that employees who identify with their organizations will be more likely to deliver high performance, service and innovation. This assumption is a central part of the concept of "employee engagement" that has become mainstream in the management field in recent years (Oznacar, Yucesoy, Demir, 2020). While this assumption may seem logical from a managerial perspective, it is clear that it needs to be supported by scientific evidence.

After all, it is possible to talk about the positive sides of the integration or identification of employees with their organizations within the scope of the fulfillment of organizational goals. One of the factors that is thought to affect

organizational identification is the degree of support that the organization gives to employees in a business or individual context. In this context, employees who are supported by their organizations, in other words, who feel the support of their organizations, will be expected to integrate more strongly with their organizations. When the goal is to achieve organizational goals, it is important that organizations know the factors that will lead to this goal.

In this research, it was questioned in which direction the employees perceived the support given by their organizations and whether they integrated with their organizations in the context of this perceived support. The basic assumption in this inquiry is that employees who identify with their organizations will be more productive.

### **The Main Question of the Research**

The main question of this research is "Is there a relationship between organizational support and organizational identification?"

Also in the research;

- ✓ Is there a relationship between work-oriented support and organizational identification?
- ✓ Is there a relationship between personal support and organizational identification? questions were also answered.

## **2.Method**

### **2.1. Design of the Research**

In this part of the study, it will be mentioned how the research will be designed in order to answer the basic question of the research. In this context, first of all, the method of the research was determined. Then, the model of the research was developed and hypotheses were formed. Then the subject of the universe and the sample was discussed.

### **2.2. Method of Research**

In this research, where "quantitative research" management was preferred, "relational screening" type research category was used. In screening researches, individuals' attitudes, beliefs and opinions on certain issues are determined with the help of scales (Gürbüz and Şahin, 2016).

When evaluated in terms of the objectives of this study, it is included in the "descriptive research" class. In descriptive research, the aim is to reveal and define the characteristics of facts, objects, people, groups or organizations. In this context, how individuals' future oriented thinking tendencies and their views on sustainable consumption are distributed will be defined and also whether there is a significant relationship between these two variables will be examined.

### **2.3. Model of Research and Hypotheses**

The model of the research was created as seen in the figure below. In this context, the relationships between personal and work-related support of employees and organizational identification were examined.

The basic hypotheses of the research based on the model of the research are as follows:

H<sub>1</sub>: There is a statistically significant relationship between the perception of organizational support and organizational identification.

H<sub>2</sub>: There is a statistically significant relationship between employees' perception of personal support and their identification with the organization.

H<sub>3</sub>: There is a statistically significant relationship between employees' perception of support for work and their identification with the organization.

H<sub>4</sub>: There is a statistically significant relationship between employees' perception of personal support and their perception of support for work.

Other hypotheses of the research are as follows:

H<sub>51</sub>: Employees' perceptions of organizational support differ statistically significantly according to gender groups.

H<sub>52</sub>: Employees' perceptions of organizational support differ statistically significantly according to marital status.

H<sub>53</sub>: Employees' perceptions of organizational support differ statistically significantly according to their educational status.

H<sub>54</sub>: Employees' perceptions of organizational support differ statistically significantly according to age groups.

H<sub>55</sub>: Employees' perceptions of organizational support differ statistically significantly according to the

years spent in business life.

H<sub>56</sub>: Employees' perceptions of organizational support differ statistically significantly according to the years spent in the workplace.

H<sub>61</sub>: Employees' perceptions of organizational identification differ statistically significantly according to gender groups.

H<sub>62</sub>: Employees' perceptions of organizational identification differ statistically significantly according to marital status.

H<sub>63</sub>: Employees' perceptions of organizational identification differ statistically significantly according to their educational status.

H<sub>64</sub>: Employees' perceptions of organizational identification differ statistically significantly according to age groups.

H<sub>65</sub>: Employees' perceptions of organizational identification differ statistically significantly according to the years spent in business life.

H<sub>66</sub>: Employees' perceptions of organizational identification differ statistically significantly according to the years spent in the workplace.

### 2.3. Research Group

The main mass of the study consisted of individuals over the age of 18 living in the TRNC. In this study, the number of participants of 185 people was reached by snowball method from non-random sampling techniques. Due to the insufficient number of participants and the restrictive features of the selected sampling method, the findings do not have the adequacy to represent the universe. In this context, the findings were limited to the research group where the data were collected.

### 2.4. Analysis of Data

#### 2.4.1. Normality Assumption Analysis

In order to use parametric tests with more statistical power, it is important to determine whether the data distribution meets the normal distribution conditions (Bursal, 2017). At this stage of the research, it will be tested whether the data meet the assumption of normality. In this context, first of all, the skewness coefficient and then the normality tests will be examined and the decision will be made.

The findings obtained as a result of the analysis made through the skewness coefficient are shown in the table below.

**Table 1. Skewness Analysis Findings**

		Statistics	Standard Error	
Organizational Support	Mean	3,6243	,08024	
	95% Confidence Interval for Mean	Lower Bound	3,4660	
		Upper Bound	3,7826	
	5% Trimmed Mean	3,6881		
	Median	3,8333		
	Variance	1,191		
	Std. Deviation	1,09132		
	Minimum	1,00		
	Maximum	5,00		
	Range	4,00		
	Interquartile Range	1,42		
	Skewness	-,714	,179	
	Wormosis	-,272	,355	
	Mean	3,9802	,06955	

Organizational Identification	95% Confidence Interval for Mean	Lower Bound	3,8430	
		Upper Bound	4,1174	
	5% Trimmed Mean		4,0571	
	Median		4,1667	
	Variance		,895	
	Std. Deviation		,94596	
	Minimum		1,00	
	Maximum		5,00	
	Range		4,00	
	Interquartile Range		1,50	
	Skewness		-,913	,179
	Wormosis		,444	,355

The skewness value (-0.714) calculated for the Organizational Support Scale is divided by its standard error (0.179) and its absolute value is taken as 3.98. Since this value is greater than the reference value of 1.96, it will be seen that the normality assumption cannot be satisfied.

The calculated skewness value (-0.913) for the Organizational Identification Scale is divided by its standard error (0.179) and the absolute value is taken as 5.10. Since this value is greater than the reference value of 1.96, it will be seen that the normality assumption cannot be achieved.

The normality test was used as the second criterion in the control of the normality assumption and the table of the calculations was brought down.

**Table 2. Normality Test**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistics	Df	Sig.	Statistics	Df	Sig.
Organizational Support	,104	185	,000	,930	185	,000
Organizational Identification	,140	185	,000	,900	185	,000

a. Lilliefors Significance Correction

Since the sample size for the scales was  $n=185$  ( $n>50$ ), the Kolmogorov-Smirnov test result was taken into account. Since these values were calculated as  $p<0.05$  for organizational support and organizational identification scales ( $p=0.000$ ), the  $H_0$  hypothesis was not accepted, in other words, the alternative hypothesis was accepted and it was determined that the data could not meet the normal distribution requirement at the 0.05 significance level.

As a result, as a result of the analyzes made by using a total of two criteria, it was concluded that the assumption of normality of the data could not be achieved. In this context, it was decided to use non-parametric tests in the analysis of the data.

### 2.5. Reliability Analysis

Cronbach's Alpha values calculated to measure the reliability of organizational support and organizational

identification scales in the context of the collected data are shown in the table below.

**Table 3. Reliability Test**

Scale Name	Cronbach's Alpha Value	Number of Items on the Scale
Organizational Support Scale	0,963	12
Organizational Identification Scale	0,888	6

The organizational support scale consists of 12 items. When the reliability analysis was performed by taking the data into consideration, it was seen that Cronbach's Alpha value was calculated as 0.963.

The organizational identification scale consists of 6 items. When reliability analysis was performed by taking the data into consideration, it was seen that Cronbach's Alpha value was calculated as 0.888.

Since these values are greater than the generally accepted value of 0.7 in social sciences, it was decided that the scales were reliable.

### 3. Findings

#### 3.1. Freakans Distributions

The demographic data of the participants are shown as a summary in Table 4.4.

**Table 4. Participant Statistics**

	Frequency	Current Percentage	Cumulative Percentage
<b>Gender</b>			
Woman	62	33,5	33,5
Male	123	66,5	100,0
<b>Marital Status</b>			
Single	127	68,6	68,6
Married	58	31,4	100,0
<b>Education Status</b>			
High school and below	45	24,3	24,3
License	89	48,1	72,4
Graduate	51	27,6	100,0

<b>Age Groups</b>			
25 and under	52	28,1	28,3
26-35	101	54,6	83,2
36 and up	31	16,8	100,0
Missing data	1	0,5	

<b>Years Spent in Business Life</b>			
1 year and under	28	15,1	15,1
2-5 years	65	35,1	50,3
6-10 years	42	22,7	73,0
11 years and above	50	27,0	100,0

<b>Workplace Seniority</b>			
1 year and under	54	29,2	29,2
2-5 years	72	38,9	68,1
6-10 years	28	15,1	83,2
11 years and above	31	16,8	100,0

### 3.2. Descriptive Statistics

In this section, statistics on employees' perceptions of organizational support and organizational support are presented. First, the statistics on personal support perceptions are shown in the table below.

**Table 5. Statistics on Personal Support Perception**

	Average Value	Std. Deviation
The institution I work for is ready to help when I have a problem.	3,7622	1,24135
The institution I work for attaches importance to my thoughts.	3,6811	1,28152
The institution I work for thinks about my well-being.	3,6595	1,20584

The institution I work for takes care of me.	3,6216	1,22367
The institution I work for takes my interests into consideration when making decisions that affect me.	3,3459	1,33078

When the table is examined, it is seen that the highest average score belongs to the statement "the institution I work for is ready to help when I have a problem" and the lowest average score belongs to the statement "the institution I work for takes my interests into consideration when making decisions that affect me". When the standard deviation scores are examined, it will be seen that the statement with the lowest average score is distributed in the widest scale (1.33078), while the expression "the institution I work for thinks about my well-being" is answered in close proximity to each other.

Statistics on employees' perceptions of job support are shown in the table below.

**Table 6. Statistics on Personal Support Perception**

	Average Value	Std. Deviation
The institution I work for is proud of my achievements in the business.	3,7730	1,28212
The extra effort I put in my job at the institution where I work is appreciated.	3,7568	1,33118
The institution I work for values my contribution to the work.	3,6919	1,29681
The institution I work for recognizes when I do good things about my job.	3,6811	1,33144
The institution I work for takes into account my work-related complaints.	3,6000	1,24324
I am open for me to rise in the institution where I work.	3,5514	1,35085
The institution I work for is interested in whether I am satisfied with my job or not.	3,3676	1,38902

When the table is examined, it is seen that the highest average score belongs to the statement "the institution I work for is proud of my achievements in the business (3.7730)" and the lowest average score belongs to the statement "the institution I work for is interested in whether I am satisfied with my job or not (3.3676)". When the standard deviation scores are examined, it will be seen that the statement with the lowest average score (the institution I work for is interested in whether I am satisfied with my job or not) is distributed on the widest scale (1.38902), while the statement "the institution I work for takes into account my complaints about the job (1.24324)" is answered more closely to each other.

Statistics on employees' perceptions of organizational identification are shown in the table below.

**Table 7. Statistics on Organizational Identification Perception**

	Average Value	Std. Deviation
I would be saddened if there was bad news about my workplace.	4,2595	1,04139
When I talk about my workplace, I don't talk about "them," I mean "us."	3,9622	1,21748
The opinions of others about the workplace where I work are important to me.	3,9568	1,16482
I feel sad when anyone criticizes the workplace where I work.	3,9297	1,19348
When anyone praises my workplace, I feel like a compliment to myself.	3,9027	1,23853
I see the success of my workplace as my own.	3,8703	1,22671

When the table is examined, it is seen that the highest average score belongs to the expression "I will be sad if there is bad news about my workplace (4.2595)" and the lowest average score belongs to the statement "I see the success of my workplace as my own success (3.8703)". When the standard deviation scores are examined, it will be seen that the statement with the lowest average score (when anyone praises the workplace I work for, I feel like a compliment to myself) is distributed on the widest scale (1.23853), while the statement "I feel sorry if there is bad news about my workplace" is answered in the closest way to each other.

### 3.3. Correlation Analysis Findings

Although the significance values calculated for correlation coefficients provide information whether the correlation coefficient is statistically significant or not, finding a significant correlation does not guarantee a strong relationship between these variables. Since the significance of correlation coefficients is strongly dependent on the sample size, even a very weak correlation coefficient can be found statistically significant in a study with a high sample size (Bursal, 2017). Therefore, when interpreting the correlation coefficients, first the value of the correlation coefficient and then the level of statistical significance should be taken into consideration.

The findings obtained as a result of the correlation analysis performed to test the relationships between the variables in the model of the research are summarized in the table below.



**Table 8. Correlation Analysis Findings**

		1	2	3	4	
Spearman's rho	Personal Support	Correlation Coefficient	1,000	.830**	.938**	.642**
		Sig. (2-tailed)	.	,000	,000	,000
		N	185	185	185	185
	Business Support	Correlation Coefficient	.830**	1,000	.968**	.659**
		Sig. (2-tailed)	,000	.	,000	,000
		N	185	185	185	185
	Organizational Support (General)	Correlation Coefficient	.938**	.968**	1,000	.686**
		Sig. (2-tailed)	,000	,000	.	,000
		N	185	185	185	185
	Organizational Identification	Correlation Coefficient	.642**	.659**	.686**	1,000
		Sig. (2-tailed)	,000	,000	,000	.
		N	185	185	185	185

\*\* . Correlation is significant at the 0.01 level (2-tailed).

When the table is examined, it will be seen that there is a statistically significant relationship between the two variables since the significance value ( $p=0.000$ ) between the "organizational support" variable and the "organizational identification" variable is calculated as  $p<0.05$ . Since the calculated Spearman correlation coefficient is ( $r=0.686$ ), there is a moderate relationship between the "organizational support" variable and the "organizational identification" variables. In this context, the  $H_{11}$  research hypothesis (there is a statistically significant relationship between organizational support perception and organizational identification) was accepted.

Since the significance value ( $p=0.000$ ) between the "personal support" variable and the "organizational identification" variable is calculated as  $p<0.05$ , it will be seen that there is a statistically significant relationship between the two variables. Since the calculated Spearman correlation coefficient is ( $r=0.642$ ), there is a moderate correlation between the "personal support" variable and the "organizational identification" variables. In this context, the  $H_2$  research hypothesis (there is a statistically significant relationship between employees' perception of personal support and their identification with the organization) was accepted.

Since the significance value ( $p=0.000$ ) between the "support for work" variable and the "organizational identification" variable is calculated as  $p<0.05$ , it will be seen that there is a statistically significant relationship between the two variables. Since the calculated Spearman correlation coefficient is ( $r=0.659$ ), there is a moderate correlation between the "support for work" variable and the "organizational identification" variables. In this context, the  $H_3$  research hypothesis (there is a statistically significant relationship between employees' perception of support for work and their identification with the organization) was accepted.

Since the significance value between the "personal support" variable and the "work-oriented support" variable ( $p=0.000$ ) is calculated as  $p<0.05$ , it will be seen that there is a statistically significant relationship between the two variables. Since the calculated Spearman correlation coefficient is ( $r=0.830$ ), there is a **strong** relationship between the "personal support" variable and the "work-oriented support" variables. In this context, the  $H_4$  research hypothesis (there is a statistically significant relationship between employees' perception of personal support and their perception of support for work) was accepted.

### 3.4. Comparison of Group Averages

The findings obtained as a result of the tests conducted to determine whether the data collected from the participants were distributed differently between the groups were brought below.

#### 3.4.1. Variation Tests by Gender Groups

The results of the Mann Whitney U test applied to determine whether the data obtained regarding organizational support and organizational identification variables differ statistically significantly according to gender groups are shown in the table below.

**Table 9. Group Comparison Test (Gender)**

	Organizational Support	Organizational Identification
mann-whinney u	3435,000	3327,000
Wilcoxon W	5388,000	5280,000
Z	-1,101	-1,424
Asymp. Sig. (2-tailed)	,271	,155

a. Grouping Variable: Gender

When the Mann Whitney U test table is examined, it will be seen that the perceptions of organizational support and organizational identification variables do not show a statistically significant difference according to gender since the significance value of the organizational support variable is calculated as 0.271 and the significance value of the organizational identification variable is calculated as  $0>0.05$ .

In this context, the  $H_{51}$  and  $H_{61}$  research hypotheses have been rejected. In other words, employees' perceptions of

organizational support and organizational identification do not differ according to gender.

Statistics for gender groups are shown in the table below.

**Table 10. Group Statistics (Gender)**

	Gender	N	Rank Average	Row Sum
Organizational Support	Woman	62	86,90	5388,00
	Male	123	96,07	11817,00
	Sum	185		
Organizational Identification	Woman	62	85,16	5280,00
	Male	123	96,95	11925,00
	Sum	185		

When the statistical table of gender groups is examined, it is seen that men's perceptions of organizational support are higher than women, however, men identify more strongly with their organizations than women.

### 3.4.2. Differential Tests by Marital Status

The results of the Mann Whitney U test applied to determine whether the data obtained regarding organizational support and organizational identification variables differ statistically significantly according to marital status groups are shown in the table below.

**Table 11. Group Benchmark (Marital Status)**

	Organizational Support	Organizational Identification
mann-whinney u	3280,500	2975,500
Wilcoxon W	11408,500	11103,500
Z	-1,193	-2,109
Asymp. Sig. (2-tailed)	,233	,035

a. Grouping Variable: Marital status

When the Mann Whitney U test table is examined, since the significance value obtained for the organizational support variable is calculated as 0.233 ( $p > 0.05$ ), the perceptions for the organizational support variable do not show a statistically significant difference according to the marital status, however, the significance value of the organizational identification variable is calculated as 0.035 ( $p < 0.05$ ), so the perceptions for the organizational identification variable are statistically significant according to marital status. differs.

In this context, while the  $H_{52}$  research hypothesis was rejected, the  $H_{62}$  research hypothesis was accepted. In other words, while the perceptions of organizational support of the employees do not show a statistically significant difference according to the marital status, the perceptions of organizational identification show a significant difference according to the marital status.

Statistics for marital status groups are shown in the table below.

**Table 12. Group Statistics (Marital Status)**

	Gender	N	Rank Average	Row Sum
Organizational Support	Single	127	89,83	11408,50
	Married	58	99,94	5796,50
	Sum	185		
Organizational Identification	Single	127	87,43	11103,50
	Married	58	105,20	6101,50
	Sum	185		

When the statistical table of marital status groups is examined, it is seen that the perceptions of organizational support of married people are higher than singles, however, married people identify with their organizations much more strongly than singles.

### 3.4.3. Tests of Difference by Level of Education

The results of the Kruskal Wallis H test applied to determine whether the data obtained on organizational support and organizational identification variables differ statistically significantly according to the level of education are shown in the table below.

**Table 13. Group Comparison Test (Education Level)**

	Organizational Support	Organizational Identification
Kruskal-Wallis H	2,579	3,837
Df	2	2
Asymp. Sig.	,275	,147

a. Kruskal Wallis Test

b. Grouping Variable: Education

When the Kruskal Wallis H test table is examined, it will be seen that the perceptions of organizational support and organizational identification do not show a statistically significant difference according to the educational status since the significance values obtained for the organizational support and organizational identification variables are calculated as 0.275 and 0.147 (both >0.05), respectively. In this context, the H53 and H63 research hypotheses have been rejected. In other words, employees' perceptions of organizational support and organizational identification do not show a significant difference according to their level of education. The table showing the rank averages of the education level has been brought down.

**Table 14. Rank Averages (Education Level)**

	Education Level	N	Ordinal Averages
Organizational Support	High school and below	45	89,27
	License	89	99,38
	Graduate	51	85,17
	Sum	185	
Organizational Identification	High school and below	45	103,98
	License	89	93,35
	Graduate	51	82,70
	Sum	185	

When the table is examined, it will be seen that there is a linear relationship between education level and organizational identification. In this context, as the level of education increases, the degree of identification of employees with their organizations decreases, and on the contrary, as the level of education decreases, the degree of identification of employees with their organizations increases.

While the highest perception of organizational support belongs to undergraduate graduates, the perception of organizational support of graduate graduates is at the lowest level.

**3.4.4. Differences by Age Groups Tests**

The results of the Kruskal Wallis H test applied to determine whether the data obtained on organizational support and organizational identification variables differ statistically significantly according to age groups are shown in the table below.

**Table 15. Group Comparison Test (Age Groups)**

	Organizational Support	Organizational Identification
Kruskal-Wallis H	2,739	3,571
Df	2	2
Asymp. Sig.	,254	,168

a. Kruskal Wallis Test

b. Grouping Variable: Age

When the Kruskal Wallis H test table is examined, it will be seen that the perceptions of organizational support and organizational identification do not show a statistically significant difference according to age groups since the significance values obtained for organizational support and organizational identification variables are calculated as 0.254 and 0>0.05), respectively.

In this context, *the H<sub>54</sub> and H<sub>64</sub>* research hypotheses have been rejected. In other words, employees' perceptions of organizational support and organizational identification do not show a significant difference according to age.

The table showing the average order of the age groups has been brought down.

**Table 16. Rank Averages (Age Groups)**

	Age Groups	N	Ordinal Averages
Organizational Support	25 and under	52	89,36
	26-35	101	97,78
	36 and up	31	80,56
	Sum	185	
Organizational Identification	25 and under	52	84,66
	26-35	101	92,00
	36 and up	31	107,27
	Sum	185	

When the table is examined, it will be seen that there is a linear relationship between age groups and organizational identification. In this context, as the age increases, the degree of identification of employees with their organizations increases, and on the contrary, the degree of identification of employees with their organizations decreases as the age decreases.

While the highest perception of organizational support belongs to the 26-35 age group, the perception of organizational support of the group aged 36 and over is at the lowest level.

### 3.4.5. Differential Tests According to the Time Spent in Business Life

The results of the Kruskal Wallis H test applied to determine whether the data obtained regarding organizational support and organizational identification variables differ statistically significantly according to the time spent in business life are shown in the table below.

**Table 17. Group Comparison Test (Time Spent in Business Life)**

	Organizational Support	Organizational Identification
Kruskal-Wallis H	3,757	5,303
Df	3	3
Asymp. Sig.	,289	,151

a. Kruskal Wallis Test

b. Grouping Variable: Time Spent in Business Life

When the Kruskal Wallis H test table is examined, it will be seen that the perceptions of organizational support and organizational identification do not show a statistically significant difference according to the time spent in business life since the significance values obtained for organizational support and organizational identification variables are calculated as 0.289 and 0.151 (>0.05), respectively.

In this context, the  $H_{55}$  and  $H_{65}$  research hypotheses have been rejected. In other words, employees' perceptions of organizational support and organizational identification do not show a significant difference according to the time spent in business life.

The table showing the average of the queues for the time spent in business life has been brought down.

**Table 18. Rank Averages (Time Spent in Business Life)**

	Time Spent in Business Life	N	Ordinal Averages
Organizational Support	1 year and under	28	92,14
	2-5 years	65	89,56
	6-10 years	42	106,65
	11 years and above	50	86,48
	Sum	185	
Organizational Identification	1 year and under	28	83,54
	2-5 years	65	87,02
	6-10 years	42	91,67
	11 years and above	50	107,20
	Sum	185	

When the table is examined, it will be seen that there is a linear relationship between the time spent in business life and organizational identification. In this context, as the time spent in business life increases, the degree of identification of employees with their organizations increases, and on the contrary, the degree of identification of employees with their organizations decreases as the time spent in business life decreases.

While the highest perception of organizational support belongs to the group with 6-10 years of work experience, the organizational support perception of the group with 11 years or more of work experience is at the lowest level.

### 3.4.6. Differences Tests According to the Time Spent by Employees in Workplaces

The results of the Kruskal Wallis H test applied to determine whether the data obtained on organizational support and organizational identification variables differ statistically significantly according to the time spent by the employees in the workplace are shown in the table below.

**Table 19. Group Comparison Test (Time Spent at Work)**

	Organizational Support	Organizational Identification
Kruskal-Wallis H	2,120	2,120
Df	3	3
Asymp. Sig.	,548	,548

a. Kruskal Wallis Test

b. Grouping Variable: The amount of time employees spend in their workplaces

When the Kruskal Wallis H test table is examined, it will be seen that the perceptions of organizational support and organizational identification do not show a statistically significant difference according to the time spent by the employees in the workplace since the significance values obtained for the organizational support and organizational identification variables are calculated as 0.548 ( $p > 0.05$ ).

In this context,  $H_{156}$  and  $H_{66}$  research hypotheses have been rejected. In other words, employees' perceptions of organizational support and organizational identification do not show a significant difference depending on the time they spend in the workplace.

The table showing the average of the order according to the time spent by the employees in their workplaces has been brought down.

**Table 20. Rank Averages (According to the Time Employees Spend in Their Workplaces)**

	Time Employees Spend in Workplaces	N	Ordinal Averages
Organizational Support	1 year and under	54	96,93
	2-5 years	72	94,96
	6-10 years	28	94,32
	11 years and above	31	80,42
	Sum	185	
Organizational Identification	1 year and under	54	86,91
	2-5 years	72	95,28
	6-10 years	28	87,20
	11 years and above	31	102,71
	Sum	185	

When the table is examined, it will be seen that there is a linear relationship between the time spent by the employees in the workplace and their perceptions of organizational support. In this context, as the time spent by employees in their workplaces increases, their perceptions of organizational support decrease, and on the contrary, their perception of organizational support increases as the time they spend in their workplaces decreases.

While the highest organizational identification perception belongs to the group that has worked in workplaces for 11 years or more, the organizational identification perception of the group with 1 year or less of workplace experience is at the lowest level.

### 3.5. Results of Hypothesis Testing

As a result of the analysis of organizational support and organizational identification variables after the data collected from the participants, the hypotheses of the research were tested and the results are shown as a summary in the table below.

**Table 21. Hypothesis Results**

Code of the Hypothesis	Hypothesis Explanation	Admission/Rejection Status	The Power of Relationship
H1	There is a statistically significant relationship between the perception of organizational support and organizational identification.	<i>Acceptance</i>	<i>Middle</i>
H2	There is a statistically significant relationship between employees' perception of personal support and their identification with the organization.	<i>Acceptance</i>	<i>Middle</i>
H3	There is a statistically significant relationship between employees' perception of support for work and their identification with the organization.	<i>Acceptance</i>	<i>Middle</i>
H4	There is a statistically significant relationship between employees' perception of personal support and their perception of support for work.	<i>Acceptance</i>	<i>Strong</i>



<i>H<sub>51</sub></i>	Employees' perceptions of organizational support differ statistically significantly according to gender groups.	<i>Rebuff</i>
<i>H<sub>52</sub></i>	Employees' perceptions of organizational support differ statistically significantly according to marital status.	<i>Rebuff</i>
<i>H<sub>53</sub></i>	Employees' perceptions of organizational support differ statistically significantly according to their educational status.	<i>Rebuff</i>
<i>H<sub>54</sub></i>	Employees' perceptions of organizational support differ statistically significantly according to age groups.	<i>Rebuff</i>
<i>H<sub>55</sub></i>	Employees' perceptions of organizational support differ statistically significantly according to the years spent in business life.	<i>Rebuff</i>
<i>H<sub>56</sub></i>	Employees' perceptions of organizational support differ statistically significantly according to the years spent in the workplace.	<i>Rebuff</i>
<i>H<sub>.61</sub></i>	Employees' perceptions of organizational identification differ statistically significantly according to gender groups.	<i>Rebuff</i>
<i>H<sub>62</sub></i>	Employees' perceptions of organizational identification differ statistically significantly according to marital status.	<i>Acceptance</i>
<i>H<sub>.63</sub></i>	Employees' perceptions of organizational identification differ statistically significantly according to their educational status.	<i>Rebuff</i>
<i>H<sub>64</sub></i>	Employees' perceptions of organizational identification differ statistically significantly according to age groups.	<i>Rebuff</i>
<i>H<sub>.65</sub></i>	Employees' perceptions of organizational identification differ statistically significantly according to the years spent in business life.	<i>Rebuff</i>
<i>H<sub>.66</sub></i>	Employees' perceptions of organizational identification differ statistically significantly according to the years spent in the workplace.	<i>Rebuff</i>

#### 4. Conclusion, Discussion and Suggestions

##### 4.1. Results

It is stated that organizational identification, which has been discussed for many years in the organizational behavior literature, is related to organizational efficiency and employee satisfaction. It is found that the organizational identification, which is investigated theoretically and experimentally, is confused with organizational commitment, organizational behaviors and similar structures. Organizational identification is the integration of the employee with the identity of the organization, the overlap of individual goals and values with the goals and values of the organization.

It is believed that employees who identify with their organizations are happier, healthier and have higher job satisfaction. However, it is also suggested that employees who identify with their organizations will be more likely to deliver high performance, service and innovation. This assumption is a central part of the concept of "employee engagement" that has become mainstream in the management field in recent years. While this assumption may seem logical from a managerial perspective, it is clear that it needs to be supported by scientific evidence.

After all, it is possible to talk about the positive sides of the integration or identification of employees with their organizations within the scope of the fulfillment of organizational goals. One of the factors that is thought to affect organizational identification is the degree of support that the organization gives to employees in a business or individual context. In this context, employees who are supported by their organizations, in other words, who feel the support of their organizations, will be expected to integrate more strongly with their organizations. When the goal is to achieve organizational goals, it is important that organizations know the factors that will lead to this goal.

In this research, it was questioned in which direction the employees perceived the support given by their organizations and whether they integrated with their organizations in the context of this perceived support. The basic assumption in this inquiry is that employees who identify with their organizations will be more productive.

Within the scope of answering the basic question of the study, "descriptive research" method was used. In descriptive research, the aim is to uncover and define the characteristics of facts, objects, people, groups or organizations.

As a result of the analyzes made by using a total of two criteria, it was concluded that the assumption of normality of the data could not be achieved. In this context, it was decided to use non-parametric tests in the analysis of the data.

In order to measure the perception of organizational support, the tool developed by Eisenberger et al. (1986) and adapted to Turkish by Giray and Şahin (2012) was used. The scale in question is two-dimensional and consists of a total of 12 items.

In order to determine the organizational identification levels of the employees, the organizational identification scale developed by Mael and Ashforth (1992) and brought to the Turkish literature by Tokgöz and Seymen (2013) was used. The scale in question consists of 6 items. Since the Cronbach's Alpha values of both scales were calculated above 0.9, they were considered reliable.

The main mass of the study consisted of individuals over the age of 18 living in the TRNC. In this study, the number of participants of 185 people was reached by snowball method from non-random sampling techniques.

The conclusions reached within the scope of descriptive statistics are as follows:

✓ Within the scope of the statistics on personal support perceptions, it was seen that the highest average score belonged to the statement "the institution I work for is ready to help when I have a problem" and the lowest average score belonged to the statement "the institution I work for takes my interests into consideration when making decisions that affect me". When the standard deviation scores were examined, the expression with the lowest average score was distributed in the widest scale, and the expression "the institution I work for thinks about my well-being" was answered in a close way.

✓ It was seen that the highest average score of the employees regarding their perception of support for work belonged to the statement "the institution I work for is proud of my achievements in the job", while the lowest average score belonged to the statement "the institution I work for is interested in whether I am satisfied with my job or not". When the standard deviation scores were examined, the expression with the lowest average score (the institution I work for is interested in whether I am satisfied with my job or not) was distributed in the widest scale, while the expression "the institution I work for takes into account my work-related complaints" was answered

more closely to each other.

✓ It was observed that the highest average score regarding the organizational identification perceptions of the employees belonged to the expression "I would be sad if there is bad news about my workplace", while the lowest average score belonged to the expression "I see the success of my workplace as my own success". When the standard deviation scores were examined, the expression with the lowest average score (when anyone praises the workplace I work for, I feel like a compliment to myself) is distributed on the widest scale, while the expression "I would be sorry if there is bad news about my workplace" was answered in the closest way.

Within the scope of the findings obtained as a result of the correlation analysis made to test the relationships between the variables in the model of the research;

✓ There is a statistically significant and moderate relationship between the "organizational support" variable and the "organizational identification" variable,

✓ There is a statistically significant and moderate relationship between the "personal support" variable and the "organizational identification" variable,

✓ There is a statistically significant and moderate relationship between the "support for work" variable and the "organizational identification" variable,

✓ It was determined that there was a statistically significant and strong relationship between the "personal support" variable and the "work-oriented support" variable.

Within the scope of the difference tests carried out in order to determine whether the data collected from the participants are distributed differently between the groups;

✓ Perceptions of organizational support and organizational identification variables did not show a statistically significant difference according to gender, however, men's perceptions of organizational support were higher than women's, and men identified more strongly with their organizations than women,

✓ While the perceptions of the organizational support variable did not show a statistically significant difference according to the marital status, the perceptions of the organizational identification variable showed a statistically significant difference according to the marital status, in this context, the perceptions of organizational support of the married were higher than the singles, and the married people identified with their organizations much more strongly than the singles,

✓ While the perceptions of organizational support and organizational identification do not show a statistically significant difference according to the educational status, there is a linear relationship between the level of education and organizational identification, in this context, the degree of identification of employees with their organizations decreases as the level of education increases, on the contrary, the degree of identification of employees with their organizations increases as the level of education decreases, while the highest perception of organizational support belongs to undergraduate graduates, the perception of organizational support of graduate graduates is at the lowest level,

✓ Perceptions of organizational support and organizational identification do not show a statistically significant difference according to age groups, however, there is a linear relationship between age groups and organizational identification, in this context, the degree of identification of employees with their organizations increases as the age increases, on the contrary, the degree of identification of employees with their organizations decreases as the age decreases, the highest perception of organizational support is given to the 26-35 age group, the lowest perception of organizational support belongs to the group aged 36 and over,

✓ Perceptions of organizational support and organizational identification do not show a statistically significant difference according to the time spent in business life, however, there is a linear relationship between the time spent in business life and organizational identification, in this context, as the time spent in business life increases, the degree of identification of employees with their organizations increases, on the contrary, the degree of identification of employees with their organizations decreases as the time spent in business life decreases, the highest perception of organizational support belongs to the group with 6-10 years of work experience, and the lowest perception of organizational support belongs to the group with 11 years or more of work experience,

✓ Perceptions of organizational support and organizational identification do not show a statistically significant difference according to the time spent by employees in their workplaces, however, there is a linear relationship between the time spent by employees in their workplaces and their perceptions of organizational support, in this context, the perceptions of organizational support decrease as the time employees spend in their workplaces increases, on the contrary, as the time they spend in workplaces decreases, organizational support perceptions It was observed that the highest perception of organizational identification belonged to the group working in the workplaces for 11 years or more, and the lowest organizational identification perception belonged to the group with 1 year or less workplace experience.

## 4.2. Discussion

In this study, the relationship between organizational support and organizational identification was investigated. As a result of the research, it was found that there was a medium strength relationship between the two variables. This conclusion is supported by findings from previous research.

It is seen that the number of publications investigating the relationship between organizational support and organizational identification is quite limited. In the context of limited number of researches;

✓ In the research conducted by İplik et al. (2014), it was determined that there is a positive relationship between the employees' perceptions of organizational support and organizational citizenship behavior and that organizational identification has a mediating role in this relationship.

✓ In the research conducted by Gülen and Kılıç (2019), it was found that the perceptions of organizational support of the employees positively affected their organizational identification levels.

✓ In the research conducted by Sökmen et al. (2021), it was determined that there is a positive and significant relationship between perceived organizational support and organizational identification.

## 4.3. Recommendations

### 4.3.1. Suggestions to Practitioners

It is assumed that there are many advantages that employees who integrate / identify with their businesses can bring to the enterprises. However, it is not considered that it is not such an easy task to ensure that employees act in parallel with organizational goals and objectives.

One of the variables that is thought to be able to ensure integration with the organization is the support of employees in terms of work and personally. Employees who are cared for, valued, and whose work-oriented learning processes are actively continued are likely to establish a relationship with their organizations in the form of identification at the end of a certain period of time. It is clear that there are numerous benefits of businesses that want to continue their lives in the long term and act with the motive of profitability to use the human factor, which is one of the most important resources in their hands, in a positive way and to integrate employees with their business goals.

### 4.3.2. Recommendations to Researchers

Within the scope of subject suggestions to researchers working in the field of organizational management;

- ✓ Studies to be carried out to determine the factors affecting organizational identification,
- ✓ Studies on the benefits that organizational identification will provide to businesses,
- ✓ It was evaluated that the studies on the results of organizational identification would be useful in terms of the literature.

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