The Relationship between Organizational Support Perceptions and Self-Sufficiencies of Logistics Sector Employees

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Abstract

This study was performed in order to examine the relationship between organizational support perceptions and self-sufficiency levels of logistics sector employees and to determine whether organizational support perceptions and self-sufficiency levels of employees differ according to some specification. The questionnaire form consisting of perceived organizational support scale in accordance with the purpose, general self-sufficiency scale and personal information form, was applied to 124 employees of 3 separate logistics firms operating in Istanbul. The data obtained from the questionnaire were analyzed using SPSS17.0 statistical software package on computer. In the assessment of data, descriptive characteristics of employees were determined by frequency and percentage statistics and the self-sufficiency and perceived organizational support levels by the mean and standard deviation statistics. The t test, Tukey test and one-way Anova tests were utilized in determining employees' self-sufficiency and perceived organizational support levels differentiation according to descriptive characteristics, and correlation analysis was utilized in determining the relationship between self-sufficiency and perceived organizational support levels of employees. In conclusion, it was determined that there was statistical relationship between organizational support and self-sufficiency levels perceived by logistics sector employees. Accordingly, when employees' perceived organizational support levels increase then self-sufficiency levels also increase, and when perceived organizational support levels decrease then self-sufficiency levels also decrease.

Keywords: Organizational Support, Self-sufficiency, Logistics Sector

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1. Introduction

It is observed that in recent years also in Turkey people started to invest more to the logistics sector, which gained importance with the globalization of the world. Logistics, which is located in a very delicate point of the supply chain, is mentioned today together with speed, flexibility and technology keywords. Therefore employees in the industry,
who undertake this key role, are also required to fulfill customers’ expectations in a timely and efficient manner. And this can be only provided with effective communication, teamwork and organizational support within the organization.

Organizational support is employees’ perception style of organization's value given to his/her own contribution and care about his/her happiness, and is an experience sourced perception, which is based on whether the policy, rules and activities of the organization that affect workers are at the request of organization or induced by external influences (Eisenberg et al, 2001, p.42). The main features that constitute the organizational support concept can be summarized as follows (Selcu, 2003, p.4-5):

Organization’s value given to employee's contribution, organization’s care about the happiness of the employee, policies, rules and activities that affect the employee are voluntary, organization and employees trust each other and this does not change according to momentary events.

Perceived organizational support is the general opinion of the employees with regard to the given value and care about himself/herself by the organization and is supporting the argument that the support received from the organization (in accordance with social exchange relationships) is improving the organizational relationship (attachment). (Casper and Buffardi, 2004, p.394). Perceived organizational support is that the employees are feeling safe and are feeling the presence of the organization behind themselves.

Within this process in the Twenty-first century, social structures in our country and in the world show a major change; experienced natural disasters, unemployment, economic problems, cultural conflicts and other problems, bring some difficulties with it. On the one hand compliance problems brought about by industrialization, on the one hand social and political developments in the world and on the other hand problems brought by everyday life, are dragging human life into a mess and leading to a tension. People are acquainted with and striving with new concepts in the struggle for life, such as living “adaptation”, “mess resolution”, “tension reduction” and “cope with problems”, and are trying to survive within a constant struggle in order to make their life better, more meaningful, more pleasant and livable (Demirtaş, 2007, p.1). To succeed in such a process, self-sufficiency perceptions of employees are also expected to be high.

Self-sufficiency in short, is defined as the belief of the person to the abilities which will provide the management of situations expected from himself. Self-sufficiency perception shows employees’ decisions whether or not the take actions and the fighting spirit in the face of challenges by directing them. In the context of this information the statement of the study problem is defined as; "Is there any relationship between organizational support perception and self-sufficiency of logistics sector employees?".

2. Literature Review

Organizational Support Perceptions and Self-Sufficiencies

From the organizational perspective, in achieving the goal of improving organizational effectiveness and efficiency which are the main reason of the existence of employees in the organization, beliefs of employees about organization’s
commitment to themselves is of a great importance. Perceptions on the support or bad intention of labor organizations significantly affect the development of attitudes and behaviors of employees concerning the work they do. Organizational support is concerned with the history of organization’s positive treatment against employees while they were in their workplaces, rather than a momentary feeling. Organizational support may cover improved work methods and working conditions, interest in the welfare of employees, achievable goals, organization that show understanding against their employees, adequate information, communication, encouragement and a mismatch tolerance (Akalin, 2006, p.9)

Before explaining the concept of organizational support, it is necessary to make the definition of value. Value, is defined as the tendency to prefer one particular state to another. Values are the insights that act as resources of behaviors and help to judge them. Besides this, values also show requests, preferences, desired or not desired states by defining what individuals deem significant. (Erdem, 2003, p.56 ). Values are defined as the criteria for judging and identifying beliefs with continuity; events, facts, objects and people, which are gained with first experience of individuals, but are changed with important events. Values are simplifying the determination the goal, direction and field of action of the individual. Values contain acceptance and appreciation strings, which are shared, adopted, sensed, approved and arbitrated publicly in general, as well as accepted individually in private and which reveal personal differences. Therefore, individual differences in behaviors, can be explained by different value systems (Erçetin, 2002, p.37).

While in the literature the commitment of employees shown to the organization was named as the organizational commitment by Mowday et al. (1979 ) and Allen & Meyer ( 1984), a general concept, which expresses the judgment of employees in terms of commitment shown by organizations to the employees, could not be developed yet in those years. Eisenberger (1986) drawing attention to this deficiency in the text, expressed the concept as organizational support. According to Eisenberger, the employees create some certain beliefs relating to the appreciation of their contributions and to the care about their happiness, which are named as “perceived organizational support”, when they think that their organization is ready to meet their psycho-social needs such as the need for being accepted, being committed, being respected and to reward their efforts.(Peker, 2008, p.15). Organizational support concept is defined in different ways in the literature reviews. Some definitions related to organizational support are as follows:

Perceived organizational support, is defined by Eisenberger et al (1986) as "the perceptions about organization's concern to employee’s participation and well-being, and the feelings about activities affecting employees, which are deemed to be performed voluntarily by the organization". In other words, organizational support is the status in which organizational values consider the well-being of employees and bear the qualification that increases their happiness (Turunç and Çelik, 2010, p.185). In the organizational support theory, Eisenberger et al. (1986) stated that the employees created general beliefs about their organization, according to the degree of appreciation of the organization regarding the efforts of employees and the degree of the care about their happiness (Çakar and Yıldız, 2009, p.75).

Organizational commitment is defined as the biased and effective loyalty of an employee to organization's goals and values. An employee who shows commitment, strongly believes in organization's goals and values, and
wholeheartedly abides by order and expectations (Balay, 2000, p.16). Organizational support is the belief of the individual, to what extent the organization considers employee’s contributions and welfare. Researches show that, employees develop emotional commitment and identify with the organization to the extent they believe the organization considers, supports and back up them (Arbak and Özmen, t.y). Silbert (2005, p.6) stated that the organization has to show and explain its commitment to their employees, in order to increase organizational support perceived between the employees. Thus, the employees perceive that they are of value and increase also their commitment to the organization. However, each employees’ perception to the organization is different. Given this perspective of employees, unfair assessment or supporting inputs of managers affect employees’ commitments to the organization.

Based on the information obtained as a result of the studies of Cordana et al (2004), it is determined that employees with higher organizational support perception have stronger bonds with their organizations. Employees with higher organizational support perception theoretically tend to show behavior from which the organization benefits (Turunç and Çelik, 2010b, p.211).

Organizational support and job satisfaction are important variables that can give an idea about the individual's overall feeling and thought patterns in respect to the job and the workplace. In other words, job satisfaction indicates individual’s expectations for the workplace and job attitudes, namely, it is perception of the individual in which the individual perceives his/her work or work-related life as a condition resulting with a satisfactory and positive feeling. (Keser, 2005, p.79). People can take satisfaction from the job to the extent their needs are met. Where important requirements are not met there is a case of dissatisfaction. With a similar approach it can also argued that the main factor, which reveals the job satisfaction or dissatisfaction, is the expectations of the employees. Accordingly, the job satisfaction is emerging as a result of the employees’ comparison of work-related expectations with what they obtained from work. If employees obtain more than expected, this is a matter of job satisfaction, while obtaining less than expected results in dissatisfaction (Çarıkçı, 2000, p.156).

There is also a very important relationship between job satisfaction and perceived organizational support. The perceptions in the factors that cause a feeling of job satisfaction of employees, affects also the perceived organizational support at the same time; and this support at a later time causes to organizational commitment and job satisfaction. Because employees who feel they are supported by the organization, achieve higher satisfaction from their work.

The concept of self-sufficiency has been proposed for the first time in 1977 by Albert Bandura in scope of "Cognitive Behavior Change". It was found out that a strong sense of competence of the individual is associated with being healthier, having overachievement and sufficient social integration. This concept can be used in different fields such as success in school, emotional disorders, mental and physical health, career choice and socio-political change (Otacıoğlu, 2008, p.163). Self-sufficiency is defined by Bandura (1997, p.3) as "self-related judgment of an individual about the capacity of organizing activities required to demonstrate a specific performance and execute them successfully". And
Zimmerman (1995) has defined self-sufficiency as “judgments of an individual about the ability to perform and succeed in a job” (Cantürk Günhan and Başer, 2007, p.68).

Self-sufficiency is the judgment and belief about the individual itself, with respect to what extent the individual may be successful in overcoming difficult situations he/she may face in the future. Self-sufficiency is not a function of an individual's skills. It is the product, the result of judgments relating to what an individual can perform by using his/her abilities. Self-sufficiency is the self-perception, belief and self-judgment of the individual relating to the ability and capacity of dealing with different situations, succeeding in a specific activity (Senemoğlu, 2002, p.235-236). Self-sufficiency perception of individuals shows its effect at every point of life. This perception of the person affects their individual performance positively by directing their impact on concerned organizational processes, their decision whether or not the take actions and their fighting spirit in the face of challenges (Basm et al, p.122).

Self-efficacy has been tested in many disciplines and media, and is supported by findings from different fields. For example, self-sufficiency is the focal point of many clinical problems such as phobias, depression, assertiveness, smoking behavior, health and athletic performance. Bandura's studies on self-sufficiency show that self-sufficiency, whether right or wrong, is affecting people’s effectiveness and environmental media selection. While individuals tend to avoid situations where they think they cannot cope, their self-sufficiency perception with enough skills required for the solution determines their decisions about how long and how much effort they will exert in solving a problem. Perceived self-sufficiency not only affects the choice of effectiveness and environmental media selection, but also affecting already coping efforts thanks to ultimate success expectations. Sufficiency expectations determine how much people would exert efforts and how long people could put up with obstacles and negative experiences. No matter how strong perceived self-sufficiency is, insomuch as the efforts are effective (Aksoy and Diken, 2009, p.711).

Self-sufficiency beliefs affect the goals of individuals determined for themselves, the efforts demonstrated to achieve these goals, how much time they could face with the challenges during this process and the reactions in case of failure. In this sense the sufficiency belief is playing a central role in self-regulation of motivation in outcome expectations and in the process of striving to achieve the goal and is organizing individuals' cognitive, motivational, emotional and decision-making processes (Yilmaz and Çokluk-Bökeoğlu, 2008, p.148)

Self-sufficiency is a belief that develops through experiences over time. Individuals can improve their self-sufficiencies about what they can do by direct experience, observing other people and listening to the comments of others. Individual's self-concept is a concept that may change over time and is unique to the area where the individual is capable of. For example, an individual's self-concept in mathematics may be high, while his/her self-concept in science may be low (Baltacı, 2008, p.27). Self-sufficiency beliefs develop as a result of various factors. The studies show that the experience is one of the most important factors affecting self-sufficiency and that positive experiences strengthen the self-sufficiency perception (Kurbanoğlu, 2004, p.140). Self-sufficiency perfection experience is obtained through representative experience, verbal persuasion and emotional stimuli (Elizabeth, et al, 2004, p.4).
3. Research Methodology

3.1 The Objective of the Study

The main objective of this study is to examine the relationship between employees’ organizational support perceptions and self-sufficiency levels specific to the logistics sector employees. In this context, the relationship between organizational support perceptions and self-sufficiencies of logistics sector employees, who participated in the study, were investigated.

The organizational support perceptions and the self-sufficiency levels of logistics sector employees are differentiated according to their gender, marital status, service period, position and educational status.

3.2 The Importance of the Study

Perceived organizational support reflects the quality of the relationship between the employee and organization. The quality of this relationship is related to the vision of the individual who see the organization as an organization that gives employees' contributions value and considers the well-being of employees (Yürür, 2005, p.96). Perceived organizational support is important because it specifies universal beliefs that cover employees' organizational commitment to their organizations, organizations’ value given the employees' contribution and the interest given to their peace (Zagenczyk, 2001, p.13). When researches about organizational support and self-sufficiency are examined, it was determined that the relationship between organizational support and self-sufficiency and different variables are investigated, that there wasn’t any investigations about the relationship between the employees' organizational support and self-sufficiency levels. Hence, there isn’t any previously study, this study is expected to contribute to the relevant literature.

3.3. Assumptions and limitations

- It is assumed that logistic sector employees, who participated in this study, gave intimate and right answers to the surveys and scales.
- Measurement tools used in this study are valid and reliable.
- The statistical methods used to analyze the data have been selected as suitable for the purpose.
- This study is limited to employees who accepted the survey in three separate logistic company in December 2013.
- This study is limited to the scale used.
- It is limited to statistical analysis methods used.
4. The Methodology of the Study and Findings

4.1. The Study Model

The study model contains the singular screening model, which is aiming to determine the formation of variables singularly, as species or as a quantity and the relational screening model, which is aiming to determine the co-formation presence and/or the level between two or more variables, within the general screening models (Karasar, 2009). When selecting the model of the study, the model which will provide the most accurate analysis for empirical studies has been tried to be selected.

![Study Model Diagram](image)

Figure 1 Study Model

4.2. System and Sample

Three different logistics company employees constitute the system of study, which head office is located in Istanbul. In determining the sample size representing the main population;

\[ n = \frac{N t^2 p q}{d^2 (N-1) + t^2pq} \] (Sallant and Dilman, 1994: 55).

- \( N \): number of individuals in the target population
- \( n \): number of individuals that will be sampling
- \( p \): the frequency of examined events (probability of occurrence)
- \( q \): the frequency of unexamined events (probability of nonoccurrence)
- \( t \): the theoretical value according to the \( t \) table found at a certain level of significance.
- \( d \): Is the ± sampling error accepted according to the frequency of occurrence of the event.

The required sample size is calculated as \( n = 96 \) for this nonhomogeneous system with a ± 10% sampling error in the 95% confidence interval respectively, using the formula. In this context survey questions are applied to randomly designate...
150 employees and 124 usable questionnaires were obtained. As a result, study findings can be generalized with ± 10% sampling error at the 95% confidence interval.

4.3. Data Collection Tools

Study data was collected using three questionnaires. In the first part of the questionnaire there are questions for the determination of descriptive characteristics of employees. In the second part is the perceived organizational support scale and in the third part the general self-sufficiency scale.

4.3.1. Perceived Organizational Support Scale

Employees’ organizational perceptions are measured with "perceived organizational support scale" which is developed by Eisenberger et al and used by Selçuk (2003) by translating into Turkish.

Accordingly, the 15 expression in the second part of the questionnaire are measuring the organizational support perceptions of employees. To do this, the 5-point Likert scale was used, which is increasing from 1 (strongly disagree) to 5 (completely agree). In the form of The 20, 21, 23, 24, 25, 26, 27, 28 and 29 numbered expressions are encoded reversely in the questions form.

4.3.2. General Self-Sufficiency Scale (GSSS)

To measure self-sufficiency perceptions, the 12-item “General Self-Sufficiency Scale (GSSS)” was used, which is developed by Sherman et al (1982) and revised by Bosscher and Smit (1998). The scale initiative (items 1-3) comprises the sub-dimensions Diligence (item 4-8) and Persistence (item 9-12).

The Turkish version of the scale is taken from the postgraduate study Tarakçı (2007) "Styles Used by Turkish Private Sector Leaders in Solving Conflicts and the Relationship of these Styles with Self-Sufficiency".

Options are given for the question in the individual characteristics questionnaire, the options used in other scales are organized based on a five point Likert type rating, a score of 1-5 was given to the options. Totally agree 5, agree 4 , undecided 3, disagree 2, disagree at all 1. Scale results are scattered over a width of 5:00 to 1:00 = 4.00 percentage points.

4.3.3. Statistical Analysis of Data

The data obtained in this study are analyzed using SPSS (Statistical Package for Social Sciences) for Windows 17.0. In evaluating the data, descriptive statistical methods (number, percentage, mean, standard deviation) are used. As hypothesis testing, Kruskal-Wallis H-test, Mann Whitney U test and correlation analysis were performed from Non-parametric tests. The findings are interpreted in 0.05 significance level in the 95% confidence interval.
5. Findings

In this section, the findings obtained as the result of analysis of data collected from the logistic sector employees, who participated in this research by means of scales, for the purpose of solution of research problem take place. The explanations and comments based on obtained findings were made.

5.1. The Findings Regarding the Demographic Characteristics of Sample Group

Table 1. Distribution of Sample Group According to the Ages of Participants

| Age Group          | Frequency | Percentage (%) |
|--------------------|-----------|----------------|
| 25-30 ages         | 76        | 61.3           |
| 31-40 ages         | 40        | 32.3           |
| 41 ages and over   | 8         | 6.5            |
| Total              | 124       | 100.0          |

The distribution of sample group according to the ages of participants is analyzed at Table 1. According to this data, 76 (61.3 %) of logistic sector employees, who participated in the research, is between the ages of 25-30, 40 (32.3 %) of them is between the ages of 31-40, and 8 of them (6.5 %) is at the age 41 and over.

![Figure 2. Distribution of Sample Group According to the Ages of Participants](image)

Table 2. Distribution of Sample Group According to the Genders of Participants

| Gender  | Frequency | Percentage (%) |
|---------|-----------|----------------|
| Male    | 64        | 51.6           |
| Female  | 60        | 48.4           |
| Total   | 124       | 100.0          |
The distribution of sample group according to the genders of participants is analyzed at Table 2. According to this data, 64 (51.6%) of logistic sector employees, who participated in the research, is female, 60 (48.4%) of them is male.

![Figure 3. Distribution of Sample Group According to the Genders of Participants](image)

Table 3. Distribution of Sample Group According to the Marriage Status of Participants

| Frequency | Percentage (%) |
|-----------|----------------|
| Single    | 67.7           |
| Married   | 32.3           |
| Total     | 100.0          |

The distribution of sample group according to the marriage status of participants is analyzed at Table 3. According to this data, 84 (67.7%) of logistic sector employees, who participated in the research, is single, 40 of them (32.3%) is married.

![Figure 4. Distribution of Sample Group According to the Marriage Status of Participants](image)
Table 4. Distribution of Sample Group According to the Education Diploma of Participants They Finally Received

| Education Diploma            | Frequency | Percentage (%) |
|-------------------------------|-----------|----------------|
| High School and below         | 32        | 25,8           |
| University                    | 84        | 67,7           |
| Post Graduate                 | 8         | 6,5            |
| Total                         | 124       | 100,0          |

The distribution of sample group according to the education diploma of participants they finally received is analyzed at Table 4. According to this data, 32 of (25,8 %) of logistic sector employees, who participated in the research, has high school and below, 84 of them (67,7 %) university, 8 of them (6,5 %) post graduate diploma.

Figure 5. Distribution of Sample Group According to the Education Diploma of Participants They Finally Received

Table 5. Distribution of Sample Group According to the Total Employment Periods of Participants In Company

| Total Employment Periods | Frequency | Percentage (%) |
|--------------------------|-----------|----------------|
| 1-5 years                | 64        | 51,6           |
| 6-10 years               | 32        | 25,8           |
| 11-15 years              | 28        | 22,6           |
| Total                    | 124       | 100,0          |

The distribution of sample group according to the total employment periods of participants in company is analyzed at Table 5. According to this data, 64 (51,6 %) of logistic sector employees, who participated in the research, has 1-5 years, 32 (25,8 %) of them has 6-10 years, 28 of them (22,6 %) has 11-15 years of total employment in the company.
5.2. The Average of Perceived Organizational Support and Self Sufficiency Levels of Logistic Sector Employees Participated In Research

Table 6. The Average of Perceived Organizational Support and Self Sufficiency Levels of Logistic Sector Employees Participated In Research

|                  | N  | Average | S.s  | Min.  | Max.  |
|------------------|----|---------|------|-------|-------|
| Personal Development | 124 | 3,465   | 0,900| 1,800 | 5,000 |
| Nature of Work    | 124 | 3,883   | 0,765| 2,500 | 5,000 |

When the average of perceived organizational support levels of logistic sector employees participated in research was analyzed, average of personal development was found as 3,465 ± 0,900; average of nature of work was found as 3,883 ± 0,765.

Figure 6. Distribution of Sample Group According to the Total Employment Periods of Participants In Company

Figure 7. The Average of Perceived Organizational Support Levels of Logistic Sector Employees Participated In Research
Table 7. The Average of Self Sufficiency Levels of Logistic Sector Employees Participated In Research

|                         | N  | Average | S.s | Min. | Max. |
|-------------------------|----|---------|-----|------|------|
| Self-confidence         | 124| 1,742   | 0,630| 1,000| 3,750|
| Effort                  | 124| 3,800   | 0,669| 1,600| 4,800|
| Assertiveness           | 124| 1,602   | 0,672| 1,000| 4,800|

When the average of perceived self-sufficiency levels of logistic sector employees participated in research was analyzed, average of self-confidence was found as 1,742 ± 0,630; average of effort was found as 3,800 ± 0,669; average of assertiveness was found as 1,602 ± 0,672.

Figure 8. The Average of Perceived Self Sufficiency Levels of Logistic Sector Employees Participated In Research

5.3. The Differentiation of Perceived Organizational Support Levels of Logistic Sector Employees Participated In Research According to Their Demographic Characteristics

Table 8. The Differentiation of Perceived Organizational Support Levels of Logistic Sector Employees Participated In Research According to Age Variable

| Group              | N    | Average | Ss   | KW    | p    |
|--------------------|------|---------|------|-------|------|
| Personal Development | 31-40 ages | 76     | 3,495| 0,819 | 6,632| 0,036|
|                     | 41 ages and over | 40     | 3,280| 1,045 |       |      |
|                     | 25-30 ages      | 8      | 4,100| 0,535 |       |      |
| Nature of Work      | 31-40 ages      | 76     | 3,987| 0,761 | 3,614| 0,164|
|                     | 41 ages and over| 40     | 3,725| 0,761 |       |      |
|                     | 8              | 3,688  | 0,735|       |      |
According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of personal development points of sector employees shows any meaningful difference regarding age variable or not; the difference between group averages was found meaningful (KW=6.632; p=0.036<0.05).

For the purpose of determining from which group the difference source from Mann Whitney U test was applied. According to the results of this test; the personal development point of logistic sector employees, who are at the age of 41 and over, is higher than the personal development point of logistic sector employees, who are between the ages of 25-30. (Mann Whitney U=160,000; p=0.027<0.05). The personal development point of logistic sector employees, who are at the age of 41 and over, is higher than the personal development point of logistic sector employees, who are between the ages of 30-40. (Mann Whitney U=72,000; p=0.014<0.05).

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of nature of work points of sector employees shows any meaningful difference regarding age variable or not; the difference between group averages was not found meaningful (KW=3,614; p=0.164>0.05).

Table 9. The Differentiation of Perceived Organizational Support Levels of Logistic Sector Employees Participated In Research According to Gender

| Group              | N  | Average | Ss  | MW       | p    |
|--------------------|----|---------|-----|----------|------|
| Personal Development |    |         |     |          |      |
| Female             | 64 | 3.225   | 1.013 | 1296,000 | 0.002|
| Male               | 60 | 3.720   | 0.682 |          |      |
| Nature of Work     |    |         |     |          |      |
| Female             | 64 | 3.672   | 0.719 | 1296,000 | 0.002|
| Male               | 60 | 4.108   | 0.753 |          |      |

According to the results of Mann Whitney-U Test, which was performed for the purpose of determining whether the averages of personal development points of sector employees shows any meaningful difference regarding age variable or not; the difference between group averages was found meaningful regarding the statistical aspect (Mann Whitney U=1296,00; p=0.002<0.05). According to the difference between averages, the personal development point of male employees of logistic sector is higher than the personal development point of female employees of logistic sector.

According to the results of Mann Whitney-U Test, which was performed for the purpose of determining whether the averages of nature of work points of sector employees shows any meaningful difference regarding age variable or not; the difference between group averages was found meaningful regarding the statistical aspect (Mann Whitney U=1296,00; p=0.002<0.05). According to the difference between averages, the nature of work point of male employees of logistic sector is higher than the personal nature of work point of female employees of logistic sector.
Table 10. The Differentiation of Perceived Organizational Support Levels of Logistic Sector Employees Participated In Research According to Marriage Status Variable

| Group                    | N  | Average | Ss  | MW        | p    |
|--------------------------|----|---------|-----|-----------|------|
| Personal Development    |    |         |     |           |      |
| Single                  | 84 | 3,657   | 0,930 | 1096,000 | 0,002|
| Married                 | 40 | 3,060   | 0,684 |           |      |
| Nature of Work          |    |         |     |           |      |
| Single                  | 84 | 3,988   | 0,757 | 1248,000 | 0,020|
| Married                 | 40 | 3,663   | 0,743 |           |      |

According to the results of Mann Whitney-U Test, which was performed for the purpose of determining whether the averages of personal development points of sector employees shows any meaningful difference regarding marriage status variable or not; the difference between group averages was found meaningful regarding the statistical aspect (Mann Whitney U=1096,00; p=0,002<0,05). According to the difference between averages, the personal development point of single employees of logistic sector is higher than the personal development point of married employees of logistic sector.

According to the results of Mann Whitney-U Test, which was performed for the purpose of determining whether the averages of nature of work points of sector employees shows any meaningful difference regarding marriage status variable or not; the difference between group averages was found meaningful regarding the statistical aspect (Mann Whitney U=1248,00; p=0,020<0,05). According to the difference between averages, the nature of work point of single employees of logistic sector is higher than the nature of work point of married employees of logistic sector.

Table 11. The Differentiation of Perceived Organizational Support Levels of Logistic Sector Employees Participated In Research According to Last Received Education Diploma Variable

| Group                      | Group                      | N  | Average | Ss  | KW    | p    |
|----------------------------|----------------------------|----|---------|-----|-------|------|
| Personal Development       | High school and below      | 32 | 3,225   | 0,865 | 4,149 | 0,126|
|                            | University                 | 84 | 3,533   | 0,852 |       |      |
|                            | Post Graduate              | 8  | 3,700   | 1,390 |       |      |
| Nature of Work             | High school and below      | 32 | 3,781   | 0,777 | 1,200 | 0,549|
|                            | University                 | 84 | 3,952   | 0,717 |       |      |
|                            | Post Graduate              | 8  | 3,563   | 1,136 |       |      |

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of personal development points of sector employees shows any meaningful difference regarding the last received education diploma variable or not; the difference between group averages was not found meaningful (KW=4,149; p=0,126>0,05).

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of nature of work points of sector employees shows any meaningful difference regarding the last received
The difference between group averages was not found meaningful (KW=1,200; p=0.549>0.05).

Table 12. The Differentiation of Perceived Organizational Support Levels of Logistic Sector Employees Participated In Research According to Total Employment Period in the Company Variable

| Group               | N  | Average | Ss  | KW   | p     |
|---------------------|----|---------|-----|------|-------|
| Personal Development|    |         |     |      |       |
| 1-5 years           | 64 | 3,550   | 0.886| 2,720| 0.257 |
| 6-10 years          | 32 | 3,200   | 0.892|      |       |
| 11-15 years         | 28 | 3,571   | 0.914|      |       |
| Nature of Work      |    |         |     |      |       |
| 1-5 years           | 64 | 4,031   | 0.789| 7,899| 0.019 |
| 6-10 years          | 32 | 3,578   | 0.808|      |       |
| 11-15 years         | 28 | 3,893   | 0.550|      |       |

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of personal development points of sector employees participated in the research shows any meaningful difference regarding the total employment period in the company variable or not; the difference between group averages was not found meaningful (KW=2,720; p=0.257>0.05).

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of nature of work points of sector employees participated in the research shows any meaningful difference regarding the total employment period in the company variable or not; the difference between group averages was not found meaningful (KW=7,899; p=0.019<0.05). For the purpose of determining from which group the difference source from Mann Whitney U test was applied. According to the results of this test; the nature of work point of logistic sector employees, who have total employment period between 1-5 years, is higher than the nature of work point of logistic sector employees, who have total employment period between 6-10 years. (Mann Whitney U=680,000; p=0.007<0.05).
5.4. The Differentiation of Self-sufficiency Levels of Logistic Sector Employees Participated In Research According to Demographic Characteristics

Table 13. The Differentiation of Self-sufficiency Levels of Logistic Sector Employees Participated In Research According to Age Variable

| Group               | N  | Average | Ss  | KW     | p     |
|---------------------|----|---------|-----|--------|-------|
| **Self-confidence** |    |         |     |        |       |
| 31-40 ages          | 76 | 1.750   | 0.824 | 4.674  | 0.097 |
| 31-40 ages          | 40 | 1.750   | 0.134 |        |       |
| 41 ages and over    | 8  | 1.375   | 0.134 |        |       |
| **Effort**          |    |         |     |        |       |
| 25-30 ages          | 76 | 3.821   | 0.530 | 11.891 | 0.003 |
| 31-40 ages          | 40 | 3.620   | 0.857 |        |       |
| 41 ages and over    | 8  | 4.500   | 0.107 |        |       |
| **Assertiveness**   |    |         |     |        |       |
| 25-30 ages          | 76 | 1.561   | 0.511 | 5.574  | 0.062 |
| 31-40 ages          | 40 | 1.600   | 0.891 |        |       |
| 41 ages and over    | 8  | 2.000   | 0.713 |        |       |

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of self-confidence points of sector employees shows any meaningful difference regarding age variable or not; the difference between group averages was not found meaningful (KW=4.674; p=0.097>0.05).

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of effort points of sector employees shows any meaningful difference regarding age variable or not; the difference between group averages was found meaningful (KW=11.891; p=0.003<0.05). For the purpose of determining from which group the difference source from Mann Whitney U test was applied. According to the results of this test; the effort point of logistic sector employees, who are at the age of 41 and over, is higher than the effort point of logistic sector employees, who are between the ages of 25-30. (Mann Whitney U=96,000; p=0.001<0.05). The effort point of logistic sector employees, who are at the age of 41 and over, is higher than the effort point of logistic sector employees, who are between the ages of 31-40. (Mann Whitney U=32,000; p=0.000<0.05).

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of assertiveness points of sector employees shows any meaningful difference regarding age variable or not; the difference between group averages was not found meaningful (KW=5.574; p=0.062>0.05).
Table 14. The Differentiation of Self-sufficiency Levels of Logistic Sector Employees Participated In Research According to Gender Variable

| Group       | N  | Average | Ss   | MW      | p      |
|-------------|----|---------|------|---------|--------|
| Self-confidence | Female | 64 | 1,859 | 0,713 | 1560,000 | 0,067          |
|             | Male   | 60 | 1,617 | 0,503 |
| Effort      | Female | 64 | 3,750 | 0,722 | 1848,000 | 0,717          |
|             | Male   | 60 | 3,853 | 0,609 |
| Assertiveness | Female | 64 | 1,667 | 0,770 | 1824,000 | 0,621          |
|             | Male   | 60 | 1,533 | 0,546 |

According to the results of Mann Whitney-U Test, which was performed for the purpose of determining whether the averages of self-confidence points of sector employees shows any meaningful difference regarding gender variable or not; the difference between group averages was not found meaningful (Mann Whitney U=1560,000; p=0,067>0,05).

According to the results of Mann Whitney-U Test, which was performed for the purpose of determining whether the averages of effort points of sector employees shows any meaningful difference regarding gender variable or not; the difference between group averages was not found meaningful (Mann Whitney U=1848,000; p=0,717>0,05).

According to the results of Mann Whitney-U Test, which was performed for the purpose of determining whether the averages of assertiveness points of sector employees shows any meaningful difference regarding gender variable or not; the difference between group averages was not found meaningful (Mann Whitney U=1824,000; p=0,621>0,05).

Table 15. The Differentiation of Self-sufficiency Levels of Logistic Sector Employees Participated In Research According to Marriage Status Variable

| Group       | N  | Average | Ss   | MW      | p      |
|-------------|----|---------|------|---------|--------|
| Self-confidence | Single | 84 | 1,619 | 0,513 | 1160,000 | **0,005** |
|             | Married | 40 | 2,000 | 0,768 | 1160,000 | **0,005** |
| Effort      | Single | 84 | 3,981 | 0,447 | 880,000 | **0,000** |
|             | Married | 40 | 3,420 | 0,876 |
| Assertiveness | Single | 84 | 1,508 | 0,544 | 1360,000 | **0,078** |
|             | Married | 40 | 1,800 | 0,857 |

According to the results of Mann Whitney-U Test, which was performed for the purpose of determining whether the averages of self-confidence points of sector employees shows any meaningful difference regarding marriage status variable or not; the difference between group averages was found meaningful (Mann Whitney U=1160,00;
According to the difference between averages, the self-confidence point of married employees of logistic sector is higher than the self-confidence point of single employees of logistic sector.

According to the results of Mann Whitney-U Test, which was performed for the purpose of determining whether the averages of effort points of sector employees shows any meaningful difference regarding marriage status variable or not; the difference between group averages was found meaningful (Mann Whitney $U=880.00; p=0.000<0.05$). According to the difference between averages, the effort point of single employees of logistic sector is higher than the effort point of married employees of logistic sector.

According to the results of Mann Whitney-U Test, which was performed for the purpose of determining whether the averages of assertiveness points of sector employees shows any meaningful difference regarding marriage status variable or not; the difference between group averages was not found meaningful (Mann Whitney $U=1360.000; p=0.078>0.05$).

Table 16. The Differentiation of Self-sufficiency Levels of Logistic Sector Employees Participated In Research According to Last Received Education Diploma Variable

| Group           | N  | Average | Ss   | KW     | p         |
|-----------------|----|---------|------|--------|-----------|
| Self-confidence |    |         |      |        |           |
| High school and below | 32 | 1,625   | 0.440 | 0.827  | 0.661     |
| University      | 84 | 1,798   | 0.684 |        |           |
| Post Graduate   | 8  | 1,625   | 0.668 |        |           |
| Effort          |    |         |      |        |           |
| High school and below | 32 | 4,150   | 0.664 | 9.041  | 0.011     |
| University      | 84 | 3,667   | 0.655 |        |           |
| Post Graduate   | 8  | 3,800   | 0.214 |        |           |
| Assertiveness   |    |         |      |        |           |
| High school and below | 32 | 1,250   | 0.224 | 10.929 | 0.004     |
| University      | 84 | 1,746   | 0.746 |        |           |
| Post Graduate   | 8  | 1,500   | 0.535 |        |           |

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of self-confidence points of sector employees shows any meaningful difference regarding last received education diploma variable or not; the difference between group averages was not found meaningful (KW=0.827; $p=0.661>0.05$).

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of effort points of sector employees shows any meaningful difference regarding last received education diploma variable or not; the difference between group averages was found meaningful (KW=9.041; $p=0.011<0.05$). For the purpose of determining from which group the difference source from Mann Whitney U test was applied. According to the results of this test; the effort point of logistic sector employees, whose last education diploma is high
school and below, is higher than the effort point of logistic sector employees, whose last education diploma is university. (Mann Whitney U=864,000; p=0,003<0,05).

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of assertiveness points of sector employees shows any meaningful difference regarding last received education diploma variable or not; the difference between group averages was found meaningful (KW=10,929; p=0,004<0,05). For the purpose of determining from which group the difference source from Mann Whitney U test was applied. According to the results of this test; the assertiveness point of logistic sector employees, whose last education diploma is university, is higher than the effort point of logistic sector employees, whose last education diploma is high school and below (Mann Whitney U=832,000; p=0,001<0,05).

Table 17. The Differentiation of Self-sufficiency Levels of Logistic Sector Employees Participated In Research
According to Total Employment Period in the Company Variable

| Group        | N  | Average | Ss  | KW    | P    |
|--------------|----|---------|-----|-------|------|
| Self-confidence |    |         |     |       |      |
| 1-5 Years    | 64 | 1,703   | 0,565 | 6,964 | 0,031|
| 6-10 Years   | 32 | 2,031   | 0,787 |       |      |
| 11-15 Years  | 28 | 1,500   | 0,430 |       |      |
| Effort       |    |         |     |       |      |
| 1-5 Years    | 64 | 3,763   | 0,411 | 4,569 | 0,102|
| 6-10 Years   | 32 | 3,800   | 0,964 |       |      |
| 11-15 Years  | 28 | 3,886   | 0,753 |       |      |
| Assertiveness|    |         |     |       |      |
| 1-5 Years    | 64 | 1,458   | 0,502 | 11,589| 0,003|
| 6-10 Years   | 32 | 2,000   | 0,896 |       |      |
| 11-15 Years  | 28 | 1,476   | 0,540 |       |      |

According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of effort points of sector employees shows any meaningful difference regarding total employment period in the company variable or not; the difference between group averages was not found meaningful (KW=4,569; p=0,102>0,05).
According to the results of Kruskal Wallis H-Test, which was performed for the purpose of determining whether the averages of assertiveness points of sector employees shows any meaningful difference regarding total employment period in the company variable or not; the difference between group averages was found meaningful (KW=11,589; p=0,003<0,05). For the purpose of determining from which group the difference source from Mann Whitney U test was applied. According to the results of this test; the assertiveness point of logistic sector employees, who have total employment period in the company between 6-10 years, is higher than the assertiveness point of logistic sector employees, who have total employment period in the company between 1-5 years (Mann Whitney U=616,000; p=0,001<0,05). The assertiveness point of logistic sector employees, who have total employment period in the company between 6-10 years, is higher than the assertiveness point of logistic sector employees, who have total employment period in the company between 11-15 years (Mann Whitney U=280,000; p=0,011<0,05).

5.5. Analysis of the Relation between Perceived Organizational Support and Self-sufficiency Levels of Logistic Sector Employees Participated In Research with According to Correlation Analysis

| Dimensions       | Dimension          | N   | r      | p      |
|------------------|--------------------|-----|--------|--------|
| Self-confidence  | Personal development| 124 | -0.510 | 0.000  |
| Effort           | Personal development| 124 | 0.296  | 0.001  |
| Assertiveness    | Personal development| 124 | -0.380 | 0.000  |
| Self-confidence  | Nature of work     | 124 | -0.462 | 0.000  |
| Effort           | Nature of work     | 124 | 0.191  | 0.034  |
| Assertiveness    | Nature of work     | 124 | -0.553 | 0.000  |

As it can be realized from Table 18, as the result of correlation analysis performed for the purpose of determining the relation between self-confidence and personal development, a meaningful relation in negative direction between the points and at the level of 51,0 % was found. (r=−0,510; p=0,000<0,05). According to this result, when the self-confidence point increases, personal development point decreases on the other side.

As the result of correlation analysis performed for the purpose of determining the relation between effort and personal development, a meaningful relation in positive direction between the points and at the level of 29,6 % was found. (r=0,296; p=0,001<0,05). According to this result, when the effort point increases, personal development point also increases on the other side.

As the result of correlation analysis performed for the purpose of determining the relation between assertiveness and personal development, a meaningful relation in negative direction between the points and at the level of 38,0 % was
found. \((r = -0.380; p = 0.000 < 0.05)\). According to this result, when the assertiveness point increases, personal development point decreases on the other side.

As the result of correlation analysis performed for the purpose of determining the relation between self-confidence and nature of work, a meaningful relation in negative direction between the points and at the level of 46.2% was found. \((r = -0.462; p = 0.000 < 0.05)\). According to this result, when the self-confidence point increases, nature of work point decreases on the other side.

As the result of correlation analysis performed for the purpose of determining the relation between effort and nature of work, a meaningful relation in positive direction between the points and at the level of 19.1% was found. \((r = 0.191; p = 0.034 < 0.05)\). According to this result, when the effort point increases, nature of work point also increases on the other side.

As the result of correlation analysis performed for the purpose of determining the relation between assertiveness and nature of work, a meaningful relation in negative direction between the points and at the level of 55.3% was found. \((r = -0.553; p = 0.000 < 0.05)\). According to this result, when the assertiveness point increases, nature of work point decreases on the other side.

6. Conclusion and Discussion

The self-sufficiency levels of logistic sector employees were analyzed by means of 3 different dimensions as self-confidence, effort and assertiveness. Also, according to evaluation performed on 5; it was detected that the employees have self-sufficiency level of 3.800 average regarding efforts, have self-sufficiency level of 1.742 average regarding self-confidence and have self-sufficiency level of 1.602 average regarding assertiveness. In other words, it is possible to say that the logistic sector employees have high degree of effort, low degree of self-confidence and assertiveness.

Whether these data obtained from the research differ or not according to the defining characteristics of employees was analyzed. It was found that the perception of employees regarding the nature of work, which takes place at the scale of organizational support according to the age of employees, which is the first variable analyzed in the research, do not differ, but their perceptions regarding personal development dimension show differences according to their ages. According to this result, it was found that the organizational support perceived by the sector employees at the age of 41 and over regarding the nature of work is higher than the perception of younger employees.

It was found that the organizational support perception level of participants of the research differs according to their genders. According to this, it was detected as the result of research that the male employees perceive much more organizational support than the female employees.

It was detected that organizational support perception level of logistic sector employees does not differ according to their education and marital status. According to this result, the organizational support perception levels of married and single employees with different education levels show similarities to each other.
According to the total employment period of sector employees in the company; it was detected that the organizational support perception level of them regarding personal development does not differ according to employment periods, but the organizational support perception level of them regarding nature of work differs according to employment periods. According to this result, the employees, who have employment period between 1-5 years have higher organizational support perception regarding the nature of work than the employees, who have longer employment periods.

It was found that the self-sufficiency levels of employees regarding self-confidence and assertiveness dimensions do not differentiate according to their ages, but their self-sufficiency levels regarding effort dimension differentiates according to their ages. According to this result, self-sufficiency levels of logistic sector employees at the age of 41 and over regarding effort dimension is higher than the self-sufficiency levels of younger employees.

It was detected that self-sufficiency levels do not differentiate according to their gender. In other words, the self-sufficiency levels of employees with different genders show similarities to each other.

It was found that the self-sufficiency levels of employees regarding assertiveness dimension do not differentiate according to their marital status, but their self-sufficiency levels regarding effort and self-confidence dimensions differentiate according to their marital status. According to this result, self-sufficiency levels of married logistic sector employees regarding self-confidence are higher than the self-sufficiency levels of single employees.

It was found that the self-sufficiency levels of employees regarding self-confidence dimension does not differentiate according to their educational status, but their self-sufficiency levels regarding effort and assertiveness dimensions differentiate according to their educational status. According to this result, self-sufficiency levels of logistic sector employees who have education at high school and below regarding effort dimension is higher than the self-sufficiency levels of employees, who have higher education and self-sufficiency levels of logistic sector employees who have university education regarding effort dimension is higher than the employees, who have higher and lower educational levels.

It was found that the self-sufficiency levels of employees regarding effort dimension do not differentiate according to their total employment period in the company, but their self-sufficiency levels regarding self-confidence and assertiveness dimensions differentiate according to their total employment period in the company. According to this result, self-sufficiency levels of logistic sector employees, who have employment period in the company between 6-10 years regarding self-confidence and assertiveness is higher than the self-sufficiency levels of employees, who have less and more employment periods.

The relations between perceived organizational support levels and self-sufficiency levels of logistic sector employees were analyzed by means of correlation analysis. As the result of analysis it was found that there is a meaningful relation in positive direction regarding statistical aspect between self-sufficiency levels of perceived organizational support and effort dimensions of logistic sector employees and there is a meaningful relation in negative direction regarding statistical aspect between self-sufficiency levels of perceived assertiveness and effort dimensions of logistic
sector employees. According to this result, when the perceived organizational support of employees increases, their effort levels also increase. When their perceived organizational support decreases, their assertiveness and self-confidence levels decrease.

According to the results obtained from the research, the following proposals are presented:

For the purpose of logistic sector employees’ becoming more productive, their self-sufficiency levels are required to be high. But, considering that the self-sufficiency levels are related with their perceived organizational support, the employees should be provided much more organizational support and by this way, both the self-sufficiency levels of employees will increase and also this increase will be reflected into their productivity.

The similar research like this, may be performed on logistic sector employees as including more samples.

Other similar researches like this may also be performed on other sector employees. Thus, it can be found whether the perceived organizational support and self-sufficiency levels differ according to the sectors.

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