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THE EXAMINATION OF THE RELATIONS OF PERCEIVED WORKPLACE SPIRITUALITY AND SOCIAL SUPPORT WITH EMPLOYEES' POST-TRAUMATIC STRESS DISORDER: THE MODERATING ROLE OF PSYCHOLOGICAL RESILIENCE

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ÖZET

Zaman içerisinde değişen çalışan algısı, örgütlerin, çalışanlarının psikolojik ihtiyaçlarının karşılanmasında katkıda bulunmasının birçok olumlu kazanımlara yol açacağını öngörmekte ve örgütler de bu konuyla ilgili araştırmalara dayanarak bunlara daha fazla önem vermektedirler. Akademik açıdan bakıldığında da iş yeri maneviyatı ve algılanan örgütsel destek gibi daha çok çalışanların manevi yanlarını tatmin etmeye yarayan konular her geçen gün daha fazla araştırılmıştır. Bu çalışmada ise psikoloji biliminde ruhsal bozukluk kategorisinde yer alan, ancak örgütsel düzeyde pek fazla araştırılmayan travma sonrası stres bozukluğunun incelenmesi ve negatif etkisini örgütsel düzeyde düşürebilecek alternatifler sunulması amaçlanmıştır.

Araştırmanın kuramsal çerçevesi kapsamında, işyeri maneviyatı ve travma sonrası stres bozukluğu ile algılanan örgütsel destek ve travma sonrası stres bozukluğu arasındaki ilişki incelenmiştir. Daha sonra, kişilerin psikolojik dayanıklılık seviyelerinin iki modeldeki düzenleyici rolü incelenmiştir.

Araştırma modelinde yer alan ve değişkenler arasındaki ilişkilerin test edilmesi için tanımlayıcı ve kesitsel türde araştırma gerçekleştirilmiştir. Araştırmanın evreni, Türkiye'deki beyaz yakalı çalışanlar olup, örneklem grubu araştırma-geliştirme, banka-finans, pazarlama-reklam, satış, eğitim gibi sektörlerden oluşmaktadır. Ocak 2021-Nisan 2021 tarihleri arasında anket yöntemi ile 253 çalışandan veri toplanmıştır. Katılımcılara uygulanan anket formunda, demografik bilgileri ölçen sorular, daha önceki araştırmalarda güvenilirliği ve geçerliliği test edilmiş olan algılanan örgütsel destek, iş yeri maneviyatı, travma sonrası stres bozukluğu ve psikolojik dayanıklılık ile ilgili ölçekler yer almıştır. Elde edilen bulgular çeşitli analizlere tabi tutulmuştur.

Yapılan analizler sonucunda ortaya çıkan araştırma sonuçlarına göre, işyeri maneviyatı ve travma sonrası stres bozukluğu arasında negatif yönde bir ilişki görülmüştür ($r= -.263$, $p< .01$). Aynı zamanda, algılanan örgütsel destek ile travma sonrası stres bozukluğu arasında da negatif yönde bir ilişki olduğu sonucuna ulaşılmıştır ($r= -.297$, $p< .01$).

Yapılan hipotez testlerinin ardından, araştırmaya katılan kişilerin demografik bilgilerine göre değişkenler açısından farklılaşmalarının olup olmadığı karşılaştırma analizleriyle değerlendirilmiştir. Bu nedenle, katılımcıların cinsiyet, yaş, medeni durum, eğitim düzeyi ve iş deneyimi arasındaki farklılıkları belirlemek amacıyla t- testleri ve

ANOVA testleri uygulanmış, katılımcıların farklılık gösterdiği konular değerlendirilmiştir. Çalışmanın sonucunda araştırmanın kuramsal ve uygulamaya yönelik katkıları ele alınmış, sınırlılıklar ve öneriler sunulmuştur.

Anahtar Kelimeler: İşyeri maneviyatı, Sosyal destek, Algılanan örgütsel destek, Travma sonrası stres bozukluğu, Psikolojik dayanıklılık

ABSTRACT

From the academic perspective, concepts like workplace spirituality or perceived organizational support are researched more and more, which are mainly aim to support the psychological side of the employees. This research aims to search for post-traumatic stress disorder, which is another humanistic topic yet has not been mentioned and explored in the organizational context.

In the context of the theoretical framework, first, the relationship between workplace spirituality and post-traumatic stress disorder as well as the relationship between perceived organizational support and post-traumatic stress disorder were examined. Then, the moderator role of psychological resilience was examined in both these relationships.

A descriptive and cross-sectional study was conducted to examine these relationships between the variables. The study population is white-collar workers who work in different sectors like research & development, banking-finance, marketing, advertisement, education. The data were collected from 253 employees through an online survey applied between January 2021 and April 2021. The questionnaire includes demographic questions, scales related to workplace spirituality, perceived organizational support, post-traumatic stress disorder, and psychological resilience. After data collection, the data were analyzed with several statistical techniques.

As a result of the analyses, a negative relationship was found between workplace spirituality and post-traumatic stress disorder ($r= -.263$, $p< .01$). Also, the results revealed a negative relationship between perceived organizational support and post-traumatic stress disorder ($r= -.297$, $p< .01$).

After the hypotheses testing, comparison tests were used to search for the possible differences among the research participants. That is why t-tests and ANOVA were used to evaluate the subjects on which the participants differed . At the end of the study, the theoretical and practical contributions of the research were discussed, limitations and suggestions were presented.

Key Words: Workplace spirituality, Social Support, Perceived organizational support, Post-traumatic stress disorder, Psychological resilience

LIST OF ABBREVIATIONS

WS- Workplace Spirituality

PTSD- Post Traumatic Stress Disorder

POS- Perceived Organizational Support

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To my family

1. Introduction

Adapting to the changes in the environment is one of the most important skill of humans compared to other species, and having this skill is still valid and important not just for physical factors in ancient times, but to contextual and social changes as well. These differences offer many positive outcomes for society -e.g. the development of technologies. However, today's fast-changing environment of the world leads to many problems as well, such as poverty, global warming, pandemics, and so on. Accordingly, the individuals' mental health become as one of the most important of them. According to the report of APA (American Psychology Association, 2018), people of the 21st century have to face much more stress than the previous generations except of Millennials since the stress level of generations increases through time, due to negative social events such as mass shootings, rise in suicide rates, widespread sexual harassment, immigration, climate change and global warming. These stressful events can lead to many different outcomes that negatively affect individuals' mental health; trauma and post-traumatic stress disorder, which is the following effect of trauma, are two examples. Post-traumatic stress disorder (PTSD) can occur due to negative personal experiences or side effects related to individuals' occupations.

On the other side, it is well-known that individuals spend a lot of hours at work, this number can reach 12-14 hours a day. Yet, in spite of the massive occurrence of jobs in human lives, they are not considered to help individuals' psychology. In his book "Suicide: A Study in Sociology", Emile Durkheim claims that the union of individuals under the same job/profession can help to reduce the number of suicides in society, and this can be happening thanks to the main specifications of jobs -that is not valid for other social entities like religion, family, homeland, etc.- which are the availability of jobs in everywhere and every moment and also affecting the individuals lives most compare to other factors (1897). This approach can be transformed and used for PTSD, which is the core of this research.

Social support -in this study, social support refers to the support that comes from the organization to their employees, which also similar to the organizational support and that is why aty some points, they use interchangeably- and workplace spirituality are two of the many factors that are related with the organizations' environment and what

they give to their employees. In this research, perceived organizational support will be used, which differentiates from the workplace spirituality from putting the perception to the center. To clarify, perceived organizational support can be defined as employees' belief to their organizations rewarding their contribution and gives importance to their well-being (Rhoades & Eisenberger, 2002, p. 698). On the other hand, workplace spirituality "…is about employees who understand themselves as spiritual beings whose souls need nourishment at work." (Ashmos & Duchon, 2000, p. 135). Different from these two variables, psychological resilience, which is also will be discussed in this paper, is defined as a defence mechanism (Davydov, Stewart, Ritchie, & Chaudieu, 2010, p. 479) or ability to bounce back (Rutter, as cited in Earvolino-Ramirez, 2007, p. 73) in the face of adversities.

In our age, 21st century is known with challenging nature for the employees, and this situation may occur stress as a result of work-related topics, like wage, relationships with colleagues and managers, etc. Yet, the human side of employees is still underestimated because of the dominance of the more materialistic and measurable approaches, even though this situation starts to change after the Industrial Revolution and mass production. In this research, a couple of topics are measured and discuessed in following parts to show the importance of humanistic approaches at work, especially the expected positive effects of workplace spirituality, perceived organization support and employees' psychological resilience on their post-traumatic stress disorder levels.

1.1. Theoretical Background of the Study

The primary purpose of this study is to give another perspective -especially for organizations- to help the employees against psychological issues, in our case, against PTSD. To create these conditions, mainly Mitroff and Denton's Workplace Spirituality (1999), APA's PTSD definitions -especially the "Diagnostic and Statistical Manual of Mental Disorders-III" (Beck, 2011; Scott, 1990)-, the Eisenberger, Huntington, Hutchison, and Sowa's (1986) study about perceived organizational support, and "London City Inner Youth" study of Rutter (1985) are utilized.

Mitroff and Denton's work (1999) about workplace spirituality is the core of this literature. In their research, they found that "being associated with a good organization or an ethical organization", "realizing their full potential", "having good colleagues", "serving humankind, future generations and their immediate community" have been

chosen more compared to other materialistic factors, and Mitroff and Danton aim to give a different perspective to organizations.

PTSD is a pathological and psychological issue that has been researched after World War I. The veterans who returned from the battleground still have the same symptoms as in the warzone, although they return to their homes and are safe. This problem especially reached the top after the Vietnam War. After an increased number of psychologically problematic veterans, American Psychology Association (APA) developed the PTSD concept. In this research, we use several definitions of PTSD, which APA defines.

Blau's Social Exchange Theory is the roots of Eisenberger and his colleagues' work (1986). Social Exchange Theory asserts the reciprocity of favors, sources, materials, etc. With the same ground, scholars who work about perceived organizational support claim that if the workers perceive and understand the support of their organizations -like rewards or approval-, they perform greater efforts for the organization's success.

Although there are many studies about the resilience of individuals, in the literature, it is stated that Michael Rutter is the first scholar who used the resilience term with the meaning of today. In his study (1985), he works with the young individuals in the rural island of Wight and inner-city London to measure their resiliency in the face of risk factors, which is a lot as a result of their poverty and the environment.

All variables that are the topic of this research will be introduced and detailed in the following chapters, with their definitions, related concepts and theories, antecedents, and consequences. The generated research hypotheses will be presented after explaining and discussing possible relationships between the variables.

2. Literature Review

2.1. The Concept of Workplace Spirituality

With the changing nature of the organizations and working styles, many different concepts become the topic of the organizations and the literature. Previously, more materialistic approaches were at the forefront; these approaches do not welcome humans' spiritual dimension (Ashmos & Duchon, 2000). These theories evaluate human beings like a machine, as Taylor wants to transform the workers into "high-speed

automatic machines" (Gompers, as cited in Derksen, 2014) or as Merrheim defines, "the worker must become, he has become, an automaton" (as mentioned in Derksen, 2014). Classical management theoreticians believe that conditioning the workers is possible with more materialistic things like pay and money, and expect better performance from workers at any time and condition (Locke, 1982). Yet, many critics are written against them, like James Duncan's "We are not mere machines; we are human beings, and protest against being discussed and considered as coequal with machinery." (as cited in Derksen, 2014, p. 148) or "The human factor cannot be ignored in the industries." by John P. Frey (1913, p. 407), right after Taylor published his theory in 1911. As a result of these ideas and critics, the scientists searched for alternatives and organizations evolved to the more humanistic approaches, and workplace spirituality is one of the result of these quests.

2.1.1. The Concept of Spirituality

To understand workplace spirituality, firstly, we need a clear definition of what spirituality means. The word spirit comes from "spiritus" in Latin, which means "breathing, the breath of God, high spirit, pride, etc.", and following, in mid-13, it is used as "animating or vital principle in man and animals" (Spirit, n.d.). In a dictionary definition, spirituality is "the quality that involves deep feelings and beliefs of a religious nature, rather than the physical parts of life" (Spirituality, n.d.). According to Fairholm (1996), organizations are spiritual entities as well as humans because of the long hours that people spend in their workplaces. Spirituality is connected with being religious and religion (Dein, 2005), and they have a common ground (Khanifar, Jandaghi, & Shojaie, 2010), yet they are not the same things. The difference between spirituality from religion is while religion is an institution to worship God (religion, n.d.), spirituality reflects connections with different things, like people, job, the universe, etc. Also, according to managers, while religion is an inappropriate form of expression in the workplace, spirituality is appropriate to discuss (Mitroff & Denton, 1999). There are three main approaches to define spirituality; intrinsic-origin view, religious views and existentialist views. According to intrinsic-origin view, spirituality is a concept/principle that comes from inside an individual (Krishnakumar & Neck, 2002; Guillory, as cited in Bekiş, 2013) which is beyond the religious rules. It also includes connection with their work, the others, and the entire universe (Krishnakumar

& Neck, 2002). The spirituality view advocates that spirituality can not be defined without religion (Dent, Higgins, & Wharff, 2005). This view also indicates a connection between spirituality and God (İşiaçık, 2019).

Some examples (Krishnakumar & Neck, 2002) about existential questions can be given as:

- "What is the meaning of the work I am doing?"
- "Why am I doing this work?"
- "Is there a reason for my existence and the organizations'?"

2.1.2. Workplace Spirituality

The adaptation of spirituality to the organizational context is made by Mitroff and Denton (1999). It is important to understand workplace spirituality because when the source of meaning and purpose asked the employees, they put forward "being associated with a good organization or an ethical organization" over making money. In the first seven reasons, the workers choose "realizing their full potential", "having good colleagues", "serving humankind, future generations, and their immediate community," which mostly are spiritual factors (Mitroff & Denton, 1999). Even the workers find more sense of connection in the workplace than in their traditional/extended family and community ties (Ashmos & Duchon, 2000; Gockel, 2004). As a new concept, there is no consensus/agreement about the definition of workplace spirituality (Mahipalan & Sheena, 2019; Sadykova & Tutar, 2014; Tischler, Biberman, & McKeage, 2002). Yet, it can be defined as the combination of life experiences and expressions of individuals' spirituality in the workplace context (Garg & Saxena, 2020). However, spirituality is not just about the workers; it is about the managers as well: Greenleaf's Servant Leadership (1977) and Covey's Principle-Centered Leadership (1992) styles can be given as examples that lead to workplace spirituality. The definitions of workplace spirituality are collected around notions of purpose, meaning, and being connected to others (Duchon & Plowman, 2005). In the table below, different definitions of spirituality and the most-used definitions of workplace definitions are given:

Table 1. The Definitions of Spirituality and Workplace Spirituality

Definitions of Spirituality	Author	Definitions of Workplace Spirituality	Author
"... is a personal search for meaning and purpose in life, which may or may not be related to religion"	(Tanyi, 2002, p. 506)	"... is a famework of organizational values evidenced in the culture that promotes employees' experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy."	(Giacalone & Jurkiewicz, as cited in Jurkiewicz & Giacalone, 2004, p. 129)
"... is about self-awareness and about unity with others."	(Howard, 2002, p. 231)	"... is about employees who understand themselves as spiritual beings whose souls need nourishment at work."	(Ashmos & Duchon, 2000, p. 135)
"...secular or sacred values aimed at transcendence toward our ultimate value."	(Harlos, 2000, p. 615)		
"...pertaining to the innate capacity, and tendency to seek to, trascend one's current locus of centricity, which transcendence involves increaed knowledge and love."	(Chandler, Holden, & Kolender, 1992, p. 169)		
"the basic feeling of being connected with one's complete self, others, and the entire universe."	(Mitroff & Denton, 1999, p. 83)		

To clarify definitional arguments about the similarity of spirituality/workplace spirituality and religion, in their study Mitroff and colleagues (1994) stated the difference between these two concepts as:

"By discussing the spiritual sides of organizations, we are not promoting an official "company religion" or an unqualified endorsement of one of the world's traditional religions or sects. Rather, we are talking about the greater moral purpose and obligation of every organization to contribute to the solution of world problems" (1994, p. 17).

Another workplace spirituality approach is created by Kolodinsky, Giacalone, and Jurkiewicz (2008); they define workplace spirituality at three levels: a) Individual perspective, which puts workers beyond the organization, like caring about their spiritual well-being, spiritual distress, and spiritual development, b) Organizational perspective reflects a perception of individuals about the spiritual values within the corporate setting, which is related to organizational culture, the change of culture, organizational climate, organizational leadership, the improvement of ethical conduct of the organization, etc. (Wong & Hu, 2011), and c) Interactive perspective refers to the interaction between an individual's spiritual values and the organization's spiritual values. This perspective is needed because of the insufficient explanation of individual and organizational levels of workplace spirituality.

Like Kolodinsky and colleagues (2008), many studies conceptualize workplace spirituality with different explanations; one of them is the study of Milliman, Czaplewski, and Ferguson (2003). They categorize workplace spirituality into three categories: individual level (includes enjoying work, energized by work, getting personal meaning and purpose from work), group level (sense of connection with co-workers, employees support each other, linked with a common purpose), and organizational level (feel connected to organization's goals, identify with organization's mission and values, the organization cares about employees).

The sub-dimensions of workplace spirituality firstly defined by Ashmos and Duchon (2000) as: a) The Inner Life as Spiritual Identity, b) Meaning and Purpose in Work and c) A Sense of Connection and Community.

Yet, after this pioneering study, many sub-dimensions are founded and added by different researchers: "Alignment between organizational and individual values", "Sense of enjoyment at work" (Rego & Cunha, 2008), "Sense of God Supervision"

(Khanifar et al., 2010), “organizational commitment”, “intention to quit”, “intrinsic work motivation”, “organizational-based self-esteem” (Milliman et al., 2003), “the search for personal or existential meaning”, “the degree to which one feels the presence of a higher being”, “a sense of interconnectedness with other living things”, “participation in activities designed to promote spiritual growth (such as meditation and yoga)” (Zinnbauer, as cited in Probst & Strand, 2010), and “Interconnection with nature and all living things” (Liu & Robertson, 2011) are essential and different views/dimensions of workplace spirituality.

2.1.3. Antecedents of Workplace Spirituality

To have a total understanding of workplace spirituality, it is helpful to know the antecedents that create or increase the potential existence of workplace spirituality, individual factors are one of the most important factors among them. As spirituality is differentiated from individual to individual, the individual factors, which are perception, motivation, personality, attitude (Petchsawang & McLean, 2017), are important to define workplace spirituality.The culture and the values of the organization are another important factor for the existance of workplace spirituality (Badrinarayanan & Madhavaram, 2008; Dal Corso, De Carlo, Carluccio, Colledani, & Falco, 2020; Petchsawang & McLean, 2017). Ethical climate of organization (Haldorai, Kim, Chang, & Li, 2020), the leadership type and supervisory behavior (Badrinarayanan & Madhavaram, 2008; Petchsawang & McLean, 2017), organizational learning culture and knowledge sharing behavior (Dal Corso et al., 2020; Islam, Khan, & Asad, 2020) are other important factors that are related with organization, that either increase or increase the workplace spirituality level of workers. With giving opportunities for personal fulfillment (Dal Corso et al., 2020), increasing the perception of organization support of workers (Islam, Khan, & Asad, 2020) and their belief of organizational justice (Haldorai et al., 2020), organizations can get increased level of workplace spirituality for their employees. Wellness lifestyle (Badrinarayanan & Madhavaram, 2008) and higher level of psychological capital (Pedreira & Mónico, 2013) are another important perdictors to increase the occurance of workplace spirituality.

2.1.4. Outcomes of Workplace Spirituality

Although WS is a new concept compared to many other topics in literature, its pros have become an attractive topic for organizations and researchers, and there have been found many of them. In the table below (Table 2), some of them are listed:

Table 2. Outcomes of Workplace Spirituality

Increase	Decrease
Work unit performance (Duchon & Plowman, 2005; Krishnakumar & Neck, 2002),	Deviance behaviors (Garg & Saxena, 2020),
Energy and enthusiasm (Neck & Milliman, 1994),	Turnover and absenteeism (Guillory, 2000),
Motivation and quality orientation (Pandey & Gupta, 2008),	Intention to quit (Milliman et al., 2003),
Job satisfaction (Badrinarayanan & Madhavaram, 2008; Guillory, 2000; Kolodinsky et al., 2008; Milliman et al., 2003; Zhang, 2020),	Reduces the stress (Mahipalan & Sheena, 2019).
Loyalty, job and organizatiıonal commitment (Badrinarayanan & Madhavaram, 2008; Başer & Ehtiyar, 2019; Khanifar et al., 2010; Krishnakumar & Neck, 2002; Milliman et al., 2003; Pandey & Gupta, 2008; Rego & Cunha, 2008)	
Psychological and spiritual well-being (Badrinarayanan & Madhavaram, 2008; Mahipalan & Sheena, 2019; Pawar, 2016),	
All dimensions of psychological capital –psychological resilience, hope, self-efficacy, and optimism- (Kanbur & Kavuklu, 2018),	
Creativity and inovative work behavior (Afsar & Badir, 2017; Krishnakumar & Neck, 2002; Neck & Milliman, 1994),	
Total reward satisfaction (Kolodinsky et al., 2008),	

Job involvement and organization-based self-esteem (Milliman et al., 2003),

Ethical behavior (Badrinarayanan & Madhavaram, 2008)

The quality of customer service (Guillory, 2000)

Better person-job fit (Iqbal, Adawiyah, Suroso, & Wihuda, 2020; Kolodinsky et al., 2008),

Work engagement (Iqbal et al., 2020),

Honesty, trust, and personal fulfillment (Krishnakumar & Neck, 2002),

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Also, the organization with higher levels of workplace spirituality attract and retain the most creative employees (Harman, as cited in Neck & Milliman, 1994); the employees in that kind of organization believe this spirituality improve their performance and the company's potential (Agor, as cited in Neck & Milliman, 1994). Therefore, workplace spirituality can positively affect the possible workers' minds and perspectives.

2.2. The Concept of Post-traumatic Stress Disorder (PTSD)

2.2.1. Trauma & Post-traumatic Stress Disorder

To understand the concept of PTSD, it is needed to know what stress and trauma are. Stress is defined as a condition that occurs when the physical and mental boundaries of the organism are threatened and forced (Sargın & Akdan, 2016). In other words, stress "...reflects the subject's inability to forestall or diminish perception, recall, anticipation, or imagination of disvalued circumstances, those that in reality or fantasy signify great and/or increased distance from desirable (valued) experiential states, and consequently, evoke a need to approximate the valued states. (Kaplan, 1983, p. 196)".

The following and malign version of stress, trauma, comes from the Proto-Indo-European rooted word of "tere", which means "to rub, turn, with derivates referring to twisting, drilling, piercing, etc." (Tere, n.d.; Trauma, n.d.). Trauma refers to an "open hole" –like nostril- on the body, or transforming/passing through from

imperforate existence through perforated one, which is also the source of ancient trauma metaphors that picture the sudden change and fracture in bodily and spiritual integrity – like a hole- (Duman, 2019). Different definitions of trauma in DSM books of APA are given below (North, Surís, Smith, & King, 2016; Stein et al., 2014).

Table 3. Definitions of Trauma

Trauma Definitions	DSM Book Version
Recognizable stressor that would evoke significant symptoms of distress in almost everyone	DSM-III
Event that is outside the range of usual human experience and that would be markedly distressing to almost anyone, involving serious threat to life or physical integrity	DSM-III-R
Traumatic event involving actual or threatened death or serious injury or a threat to physical integrity/Intense fear, helplessness, or horror (in children, may be expressed by disorganized or agitated behavior	DSM-IV & DSM-IV-TR
Traumatic event involving actual or threatened death, serious injury, or sexual violence	DSM-V

Most adults face/have a traumatic event at least one time in their lives (Bonanno, Galea, Bucciarelli, & Vlahov, 2007). In the work of Kessler and his colleagues (1995), 60.7% of male participants and 51.2% of female participants report that they are exposed to at least one traumatic event during their lifetime. These traumatic events can be sexual assault (Burt & Katz, 1987; Harris et al., 2008; Frazier, Conlon, & Glaser, 2001; Kessler, Sonnega, Bromet, Hughes, & Nelson, 1995; New et al., 2009), being assaulted/witnessing an assault by a stranger (Harris et al., 2008), exposure to war/terror (Butler et al., 2005; Dekel & Hobfoll, 2007; Harris et al., 2008; Kessler et al.,1995; Laufer & Solomon, 2006; Özcan & Arslan, 2020), exposure to natural disaster (Harris et al., 2008; Karancı & Acartürk, 2005; Kessler et al.,1995; Thompson, 1985), exposure to hazardous chemicals (Kilpatrick et al., 2013), criminal victimization (Kessler et al., 1995), spousal/partner assault, domestic violence (Harris et

al., 2008), illnesses and health problems -like cancer, HIV, heart attacks, etc.- (Bower, Kemeny, Taylor, & Fahey, 1998; Collins, Taylor, & Skokan, 1990; Cordova, Cunningham, Carlson, & Andrykowski, 2001; Laerum, Johnson, Smith, & Larsen, 1987; Schwartzberg, 1994), sexual and physical childhood abuse (Harris et al., 2008), bereavement (Harris et al., 2008; Hogan, Morse, & Tasón, 1996; Schwartzberg & Janoff-Bulman, 1991), accidents (Harris et al., 2008; Joseph, Williams, & Yule, 1993), being taken hostage (Tedeschi & Calhoun, 2004), and miscarriages and abortions (Harris et al., 2008).

In the United States, the veterans who return from the battleground during World War I and World War II show psychological distress as a result of combat situations, which named as 'war trauma' or 'war neurosis' in that period and followingly, different types of trauma started to be investigated (Gerber, Boals, & Schuettler, 2011). Post-traumatic stress disorder (PTSD) was firstly listed in the "Diagnostic and Statistical Manual of Mental Disorders-III" book of American Psychology Association (Beck, 2011; Scott, 1990) in 1980, after systematic observations on the Vietnam War veterans. In this paper, it is not aimed to give cilinical definitions of PTSD, but for the better understanding of behaviours and attitudes of individuals with PTSD, reasons for the occurence of PTSD the are given below (Adriaenssens, de Gucht, & Maes, 2012; Brett, Spritzer, & Williams, 1998; Friedman, Resick, Bryant, & Brewin, 2011; Solomon & Canino, 1990; Spitzer, First, & Wakefield, 2007; Stein et al., 2014):

Table 4. Diagnostics of Post-traumatic Stress Disorder

Criterias for PTSD	DSM versions
Re-experiencing of the trauma, numbing of responsiveness, miccellaneous symptoms	DSM-III
A. Experienced an event that is outside the range of usual human experience, B. Re-experiencing the trauma, C. Numbing of general responsiveness, D. Persistent arousal	DSM-III-R
A1. Exposure to actual or threatened death, serious injury, or a threat to physical integrity of oneself or others, A2. Response to the event involved fear, helplessness, or horror, B. Persistent re-experiencing, C. Persistent avoidance and numbing, D. Persistent hyperarousal, E. Duration of at least one month, F. Clinically significant distress/impairment	DSM-IV

A1. The person experienced, witnessed, or was confronted with an event or events that involved actual or threatened death or serious injury, or a threat to the physical integrity of self or others, A2. The person's response involved intense fear, helplessness or horror, B. Re-experiencing symptoms, C. Avoidant/Numbing symptoms, D. Hyperarousal Symptoms, E. Duration of the disturbance is at least one month, F. Requires significant distress or functional impairment	DSM-IV-TR
A. Exposure to actual or threatened death, serious injury, or sexual violence, B. Persistent re-experiencing, C. Persistent avoidance, D. Persistent numbing, E. Persistent hyperarousal, F. Duration of at least one month, G. Clinically significant distress/impairment	DSM-V

Understanding PTSD is significant because traumatic events do not have direct effects; they also cause many side effects, like PTSD. PTSD is also important at the societal level: in the United States of America, 10% for women, 5% for men (Skogstad et al., 2013), and 1-3% of the general population are affected by PTSD (Shakespeare-Finch, Smith, Gow, Embelton, & Baird, 2003). For the survivors of sexual harassment, this number can increase by almost 50% (Kessler et al., 1995).

2.2.2. Related Concepts and Theories

2.2.2.1. Secondary Trauma,Compassion Fatigue and Vicarious Trauma

Although this research do not aim to give clinical deinition, it can be useful to know different types of traumas, similarities and differences of them with PTSD. In secondary trauma, individuals do not have trauma because of direct exposure; however traumatized because of seeing or hearing others' negative experiences (Kilpatrick et al., 2013; North et al., 2016; Yılmaz & Hisli Şahin, 2007), as defined in DSM-IV "witnessing a traumatic event that involves the death, injury or suffering of another person" and "learning, second hand, about a traumatic event that has been experienced by a family member or a close friend", which are called as vicarious trauma, secondary trauma, or compassion fatigue (Adriaenssens, de Gucht, & Maes, 2012; Beck, 2011). Yet, there is a disagreement about the definition and scope of secondary trauma, compassion fatigue, and vicarious trauma in the literature. At the same time, some scholars separate them (Pearlman & Saakvitne, 1995), others are used interchangeably (Adriaenssens, de Gucht, & Maes, 2012; Beck, 2011). It can be said that secondary trauma has the most comprehensive scope compared to the other two concepts. Secondary trauma is defined as having PTSD symptoms resulting from indirect

exposure to traumatic events through a firsthand account or narrative of a traumatic event (Vagni, Maiorano, Giostra, & Pajardi, 2020), especially work-related events (Harker et al., 2016). Some of the professions that are related to secondary trauma are:

- Soldiers that deployed warzone (in the work of Ramschand and colleagues (2010), 50 % of service members who returned form Iraq and Afghanistan seeking treatment screen positive for PTSD.)
- Police officers (Alexander & Wells, 1991; Carlier, Lamberts, & Gersons, 1997; Skogstad et al., 2013; Stephens & Long, 2000; Stephens, Long, & Miller, 1997)
- Firefighters (Duruduygu, Aker, & Acicbe, 2003; Harris, Baloğlu, & Stacks, 2002; Katsavouni, Bebetsos, Malliou, & Beneka, 2016; Skogstad et al., 2013)
- Disaster/rescue workers (Chang et al., 2003; Fullerton, Ursano, & Wang, 2004; Guo et al., 2004; Ursano, Fullerton, Vance, & Kao, 1999; Yılmaz & Hisli Şahin, 2007)
- Train drivers, drivers, journalists, sailors (Skogstad et al., 2013)

Compassion fatigue and vicarious trauma are two specific sub-concepts of secondary trauma for healthcare workers and psychotherapists. While compassion fatigue is a deep sadness, sympathy, or sorrow of healthcare and emergency workers in the face of patients who is –especially- physically suffering (Adriaenssens, de Gucht, & Maes, 2012; Baysak, Zengin Eroğlu, Utku, & Kaya, 2018; Beck, 2011; Gibbons, Hickling, & Watts, 2012; Ornell, Halpern, Kessler, & Narvaez, 2020; Stuijfzand et al., 2020; Tabor, 2011; Tang, Pan, Yuan, & Zha, 2017; Vagni et al., 2020; van der Ploeg, Dorresteijin, & Kleber, 2003; Yasal & Günüşen, 2019), vicarious trauma refers to psychotherapists' sufferings as a result of hearing traumatic life of the patients, such as rape or disaster survivors (Beck, 2011; Figley, 2002; Harker et al., 2016; Hesse, 2002; Hodgkinson & Shepherd, 1994; McCann & Pearlman, 1990; Tabor, 2011). All together as secondary trauma causes the same symptoms parallel to PTSD, like committing suicide, loss of appetite, fatigue, physical decline, sleep disorder, inattention, drowsiness, fear, and despair (Creighton et al., 2018; Harker et al., 2016; Li et al., 2020).

2.2.2.2. Burnout

Burnout is a concept found by Freudenberger (1974) and developed by Maslach and Jackson in the mid-'70s (1981). In many studies, PTSD and burnout are used together and interchangeably; however, they are not the same (Tabor, 2011). Burnout is defined as "a state of physical, emotional, and mental exhaustion caused by long term involvement in emotionally demanding situations" (Pines & Aronson, as cited in Beck, 2011, p. 3), yet PTSD is not a state; it is a psychiatric disorder as a result of exposing traumatic event (Mealer, Burnham, Goode, Rothbaum, & Moss, 2009). In addition, while burnout is mainly related to organizational settings and relations, PTSD can occur due to any traumatic event in any place (Tabor, 2011).

2.2.2.3. Conservation of Resources

Stevan E. Hobfoll developed the conservation of resources model (COR) in 1989 to offer a new model for explaining stress (Hobfoll, 1989). The main inference of the model is individuals are motivated to acquire, retain, protect, and foster the things they value (Hobfoll, 1989, 2001). According to this theory, stress is occurred because of the threat or the actual loss of individuals' resources and when individuals fail to gain new and sufficient resources after their investment (Hobfoll, 2001). Major traumatic events such as disasters, exposure to terror, or war cause the loss of individuals' resources and create stress and PTSD (Dekel & Hobfoll, 2007; Hobfoll, 2001; Hobfoll & Schumm, 2009). With COR explanation, when individuals find alternative resources like social support (Rimé, 2009) or spirituality of individuals (Milam, Ritt-Olson, Tan, Unger, & Nezami, 2005), they develop more positive outcomes rather than PTSD. Besides, Hobfoll and Schumm (2009) explain that COR can be used through trauma interventions, which can be accurate for PTSD.

2.2.3. Protective and Risk Factors

It is not a must to develop PTSD for every traumatized individual (Carlier, Lamberts, & Gersons, 1997); the differences among individuals and their lives can lead to different outcomes. These differences are known as risk and protection factors. Protective factors can be defined as the personal or environmental factors that affect individuals positively and decrease the occurrence of negative outcomes or overcome

these stressors with less harm (Lösel & Bielsener, as cited in Born, Chevalier & Humblet, 1997). Some of the protective factors are given below:

- Hardiness and resilience (Kukihara, Yamawaki, Uchiyama, Arai, & Horikawa, 2014; Lee, Ahn, Jeong, Chae, & Choi, 2014; Vagni et al., 2020)
- Related experience and training (Tang, Pan, Yuan, & Zha, 2017)
- Education level (Lösel & Bielsener, as cited in Born, Chevalier & Humblet, 1997; Yılmaz & Hisli Şahin, 2007)
- Extraversion and openness to experience (Tedeschi & Calhoun, 2004)
- Social support (Carlier, Lamberts, & Gersons, 1997; Lösel & Bielsener, as cited in Born, Chevalier & Humblet, 1997)
- Emotional support (Ozer, Best, Lipsey, & Weiss, 2003)

In counterpart to protective factors, risk factors are associated with increasing the occurrence of negative outcomes or causing to not handle these situations healthy and maladaptation (Pellegrini, 1990). Some of the risk factors are:

- Introversion (Carlier, Lamberts, & Gersons, 1997)
- Emotional and mental exhaustion (Carlier, Lamberts, & Gersons, 1997)
- Low educational level (Yılmaz & Hisli Şahin, 2007)
- Childhood abuse (Brewin, Andrews, & Valentine, 2000)
- Pyschiatric history and family psychiatric history (Brewin, Andrews, & Valentine, 2000; Bromet, Sonnega, & Kessler, 1998)
- Chilhood family stress (Bromet et al., 1998)
- Prior psyciatric disorders (Bromet et al., 1998)
- Pandemics and the bad results of them on the public health (Tönbül, 2020)
- History of traumatic experiences (Ozer, Best, Lipsey, & Weiss, 2003; Yılmaz & Hisli Şahin, 2007)
- Perceived life threat during the trauma (Ozer, Best, Lipsey, & Weiss, 2003)

And there are some factors such as gender, age at trauma, race, education which can be either protective or risk factors (Brewin, Andrews, & Valentine, 2000).

2.2.4. Outcomes of Post-traumatic Stress Disorder

While mostly the traumas result in negative results, individuals may have some positive outcomes due to striving against traumas (Akcan, 2018). These can be the positive change in perception of the self, a changed sense of relationships with others, changed the philosophy of life (Tedeschi & Calhoun, 1996) / priorities, the meaning of life, improving relationships, sense of personal empowerment (Shakespeare-Finch et al., 2003). However, these are mostly do not occur; instead, PTSD produces sadness, depression, fatigue, muscle tension, aches, gastric symptoms, physical discomfort, guilt, anger, irritability, repetitive thoughts, and images of the traumatic experience (Tedeschi & Calhoun, 2004), somatization, dissociation, pathologic changes in relationship and identity (Herman, 1992), depression, anxiety, substance abuse (Skogstad et al., 2013), negative appraisal about self and the world (Friedman et al., 2011) and many others.

2.2.5. The Relationship Between Workplace Spirituality and Post-traumatic Stress Disorder

The positive effect of spirituality on human lives' is one of the most studied topic; many studies are designed to understand and show the mitigating effects of spirituality on PTSD (Wade, 2016) and cognitions (Verno, Cohen, & Patrick, 2007). Yet, workplace spirituality is one of the most underestimated and open the development topic in the literature, although people averagely spend 8.8 hours a day -more than 1/3 of the day- at work according to the Bureau of Labor Statistics (as cited in Curtin, 2016). With emphasizing workplace spiritualiy, it can be created new area and approach for organizations to develop and support their employees', in our case, it is against PTSD. As a result of these reasons, the first hypothesis of this paper is:

H_1: There is a negative relationship between perceived workplace spirituality and post-traumatic stress disorder evaluation of employees.

2.3. The Concept of Social Support/Perceived Organizational Support (POS)

2.3.1. Support, Organizational Support and Perceived Organizational Support

For organizations, even the perceptions' of their employees about organizational issues is essential, and one of them is the 'Perceived Organizational Support' (POS). To understand POS, it is needed to define what support is. Support can be defined as "the provision of assistance or comfort from any kind of interpersonal relationship (family members, friends, neighbors, religious institutions, colleagues, caregivers, or support groups) practically or emotionally that leads to the individual to feel valued, accepted and understood" (Social support, n.d.). to Kahn and Quinn (as cited in Kraimer, Wayne, & Jaworski, 2001), there are three types of social support: aid, affect, or affirmation, with perceived adequacy or actual dimensions (Wallace, Bisconti, & Bergeman, 2011). This support can be economic, emotional, or mental (Terzi, 2008), and it helps to deal with stress -which also decreases the possibility of mental illnesses (Pengilly & Dowd, 2000), in the opposite, lack of social support can lead to burnout (Maslach, Schaufeli, & Leiter, 2001).

On the other side, organizational support is defined as "the employees' trust that the firm will be committed to them, beyond just the tangible benefits they receive, that keeps them with the organization." (Shaffer, Harrison, Giley, & Luk, 2001, p. 103). In organizational support, the organization meets the needs of the individual to belong, respect, and approve by stating that they are aware of their contributions to the organization, that they care about their happiness, and are happy to work with them (Armeli, Eisenberger, Fasolo, & Lynch, 1998). Organizational support is one of the most important factors for employees that can be effective for recovery and growth after traumatic situations/events (Bolat, Bolat, & Taştan, 2020).

Following Blau's Social Exchange Theory in 1964 (2017), the study of Eisenberger, Huntington, Hutchison, and Sowa (1986) has an important place for the conceptualization of perceived organizational support. They define perceived organizational support as "various aspects of an employee's treatment by the organization and would, in turn, influence the employee's interpretation of

organizational motives underlying that treatment, which raise an employee's expectancy that the organization would reward greater effort toward meeting organizational goals" (Eisenberger et al., 1986, p. 501). These treatments from the organization can be rewards, praise, approval, job enrichment, etc., and in turn, the organization expects performance from its' employees (Eisenberger et al., 1986). Perception refers to "a belief or opinion, which often held by many people and based on how things seem" (Perception, n.d.). The reason for using the "perceived" organizational support term is because of the individual differences –like personality and cultural values- (Erdem, 2014) that lead to different understanding/interpretations under the same condition (Kerse & Karabey, 2017).

For this reason, the perception of the employees about organizational support is more decisive than how supportive the organization is. Eisenberger et al. (1986) stated that perceived support is influenced by various aspects of an employee's treatment by the organization, such as the organization's likely reactions to, for example, the employee's mistakes, performance, suggestions, and illnesses. In the working hour report of the Organisation for Economic Co-operation and Development (OECD, 2020), averagely, a worker spends 1.726 hours in a year at work (which is more than one-fifth of a year), and this situation makes organizational support (and the perception of it) much more critical.

Many concepts have been found related to POS, yet different from it, like affective organizational commitment, effort-reward expectancies, continuance commitment, leader-member exchange, supervisor support, perceived organizational politics, procedural justice, and job satisfaction (Rhoades & Eisenberger, 2002). Apart from social support, perceived organizational support is differentiated as "a social exchange process wherein employees feel obligated to help the organization achieve its goals and objectives and expect that increased efforts on the organization's behalf will lead to greater rewards." (Kurtessis et al., 2017). This exchange can be done with intangible and tangible factors (Koçak & Yücel, 2018). The other definitions of POS are given in table 5:

Table 5. The Definitions of Perceived Social/Organizational Support

Definitions of POS	Authors
"...employees will reward an organization with loyalty, citizenship, and performance if their socioemotional needs are being met."	(Dawley, Houghton, & Buckley, 2010, p. 245)
"...employees' general belief that their work organization values their contribution and cares about their well-being."	(Rhoades & Eisenberger, 2002, p. 698)
"...influenced by various aspects of an employee's treatment by the organization and would, in turn, influence the employees's interpretation of organizational motives underlying that treatment.	(Eisenberger et al., 1986, p. 501)

Kraimer and Wayne (2004, p. 217-218) subcategorize POS into three parts: a) Adjustment POS: "...as the extent to which the organization cares about the employee's (including family) adjustment following a job transfer." , b) Career POS: "...as the extent to which the organization cares about the employee's career needs." , and c) Financial POS: "...as the extent to which the organization cares about the employee's financial needs and rewards the employee's contributions in terms of compensation and employment benefits."

Voluntary actions of organizations to treat their workers are more effective compared to obligations such as governmental health or safety regulations (Rhoades & Eisenberger, 2002). However, suppose these actions are perceived by employees as efforts to repair a bad image in the face of society (like scandal, inappropriate CEO behavior) than an attempt to improve employee well-being. In that case, the desired effects of them will likely go unrealized. **(**Bryne & Hochwarter, 2008).

2.3.2. Related Theories Explaining Perceived Social/Organizational Support

To understand perceived oganizational support, it is useful to look how related concepts and theories explain and create relationships with POS.

The roots of the reciprocity approach lie in ancient times. In his book, De Officiis, Cicero says, "Another strong bond of fellowship is effected by a mutual interchange of kind services; and as long as these kindnesses are mutual and acceptable, those between whom they are interchanged are united by the ties of an enduring intimacy", adding that "There is no duty more indispensable than that of returning a

kindness." (B.C.44: 24-27). Gouldner is affected by these perceptions and defines (1960) the norm of reciprocity as a universal ethic that requires equality between the amounts of help received and returned; when a person treats another one well, the reciprocity norm works and leads to a return of favorable treatment. According to the norm of reciprocity, POS can be explained as the expected return of employees' effort in economic and social ways. If an employee gets (or believes) less than he/she deserves, organizational support perception would be lower, which leads to many negative work outcomes.

Another important one, the Social Exchange Theory claims that the satisfaction of expectations between the workers and the organization from the other part creates an exchange relationship between the legs (Turgut, 2014). The social exchange theory involves the exchange of resources – like external benefits, psychological needs, advice, information sharing, etc.- between both parties -either the employee or the employer- (Park, Newman, Zhang, Wu, & Hooke, 2016). According to this theory, developing and maintaining relationships among individuals are based on perceived costs, utility, and finance, in economic and social dimensions (Blau, as cited in Demir, 2009). The strength of exchange relationships is affected by the individuals' expected costs and benefits on their relationships (Homans, as cited in Lynch, Eisenberger, & Armeli, 1999). According to social exchange theory, reciprocation of valued resources between the parties strengthens and develops interpersonal relationships (Lynch, Eisenberger, & Armeli, 1999). These expectations have existed for both parties, and POS is the one for the workers.

The leader-member exchange (LMX) model, developed by George Graen and his colleagues, refers to a relationship-based leadership approach that results from mature partnerships between leaders and employees and leads to benefits for each side (Graen & Uhl-Bien, 1995). According to Allen (1995), formal feedback (such as those received from the supervisor) has the most robust relationship with POS compared to feedback from co-workers. That is why the LMX relationship is essential for the development of POS.

When an individual applies for a job, they accept two separate agreements: the one that is shaped by laws and economic obligations, and psychological contract, which is the performance and commitment expectations of the organization, and the trust and support expectations of workers (Erdem, 2014; Turunç & Çelik, 2010a). While psychological contract breach leads to violation, mistrust, turnover intentions, low level of organizational citizenship behavior (OCB), in-role performance, job satisfaction, and organizational commitment (Zhao, Wayne, Glibkowski, & Bravo, 2007), the fulfillment of the psychological contract leads opposite outcomes: like high level of OCB, job satisfaction, organizational commitment, work performance and well-being of the employees (Guest, 2004), and POS level of employees is one of the outcomes that is affected by psychological contract (Coyle-Shapiro & Conway, 2005).

2.3.3. Antecedents of Perceived Social/Organizational Support

As perception differs from person to person, the level of employees' perceived organizational support differs according to several qualities, like their education level, organizational tenure, and their position in the organization (Deniz & Çetin, 2018). Even, it has been found as the traditionality of a country/nation is positively related to perceived organizational support (Hui, Wong, & Tjosvold, 2007). One of the most important conditions to create perceived organizational support is the justice at work. It can be either procedural justice and fairness (Erdem, 2014; Kurtessis et al., 2017; Moorman, Blakely, & Niehoff, 1998; Özer, 2014; Rhoades & Eisenberger, 2002), interactional justice (Sökmen, Kenek, & Ekmekçioğlu, 2017), or organizational justice (Oluk, 2018), justice is needed to ensure the positive perception of employees about organizational support. Secondly, the leadership is important as the justice at work (Terzi & Çelik, 2016), for example, while tranformational leadership is positively related with POS, abusive supervision has negatively related with it (Kurtessis et al., 2017). The leader-member exchange (Doğru, 2016; Kurtessis et al., 2017; Sluss, Klimchak, & Holmes, 2008; Wayne, Shore, & Liden, 1997), the supervisor support – emotional, informational & ecomomic- (Dawley, Houghton, & Buckley, 2010; Erdem, 2014; Rhoades & Eisenberger, 2002; Settoon, Bennett, & Liden, 1996) and perceived supervisor support -like consideration of supervisor- (Kurtessis et al., 2017), the communation between top-management and employees (Allen, 1992) and trust to

management (Celep & Yilmazturk, 2012) are other related factors with leaders to increase the perceived organizational support of their employees. Thirdly, the factors that are related with organization and work conditions also affect perceived organizational support of employees; some of them are job conditions (like pay, policies and procedures) (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Lynch, Eisenberger, & Armeli, 1999; Rhoades & Eisenberger, 2002) ,comepensation/training (Babakus, Cravensi Johnston, & Moncrief, 1996), the reward system -recognition, job security, autonomy, role stressors, training, etc.- (Özakar, 2019; Rhoades & Eisenberger, 2002), supportive organizational culture (Özer, 2014), HR practices- job security, flexible work practices, family supportive work practice, developmental oppurtunities, job enrichment (Erdem, 2014; Kurtessis et al., 2017; Özer, 2014; Wayne, Shore, & Liden, 1997), supportive organizaitonal culture (Özer, 2014), and number of promotions (Wayne, Shore, & Liden, 1997) are important factors. Lastly, as perceived organizational support is subjective topic and differentiate person to person, there are personal factors that affect it as well. These factors can be named as performance-reward expectancy of employees (Eisenberger, Rhoades, & Cameron, 1999), their propensity to trust (Eser, 2011), their characteristics, educational level, personality and socio-demographic (Atilla, 2017; Bozkurt, 2007; Erdem, 2014; Özer, 2014; Rhoades & Eisenberger, 2002), trust to work setting, and work team (Celep & Yilmazturk, 2012), employee-organization value congruence and job fit (Dawley, Houghton, & Buckley, 2010; Kurtessis et al., 2017).

2.3.4. Outcomes of Perceived Social/Organizational Support

The employees' perceived organizational support leads to many positive outcomes, and they can be categorized under two categories: organizational outcomes and individual outcomes.

2.3.4.1. Organizational Outcomes

Organizational outcomes are especially important for organizations, they can affect the wellness and the development of the organization. That is why, organizations aim to increase the level of employees' perceived organizational support level. With high level of perceived organizational support, organizations can have:

- Increased organizational identification (Karaalioğlu, 2019; Kerse & Karabey, 2017; Kurtessis et al., 2017; Özdemir, 2010; Sluss, Klimchak, & Holmes, 2008; Turunç & Çelik, 2010a; Turunç & Çelik, 2010b)
- Trust in the organization (Kurtessis et al., 2017)
- Leader-member exchange (Doğru, 2016; Wayne, Shore, & Liden, 1997)
- Organiational citizenship behavior (Chiang & Hsieh, 2012; Erdem, 2014; Gençtürk, 2005; Karaalioğlu, 2019; Kurtessis et al., 2017; Shore & Wayne, 1993; Wayne, Shore, & Liden, 1997)
- Psychological ownership (Pierce, Rubenfeld, & Morgan, 1991)
- Thriving at work (Karadeniz, 2019)
- Team inovation (Özer, 2014)
- Job-related affect/affective well-being (Rhoades & Eisenberger, 2002; Tuna, 2015)
- Increased voice behavior (Kanten & Ulker, 2012)
- Employee performance (Karaalioğlu, 2019; Rhoades & Eisenberger, 2002; Riggle, Edmondson, & Hansen, 2009; Turunç & Çelik, 2010b) and organizational performance (Erdem, 2014; Turgut, 2014)
- Contextual performance (Doğru, 2016)
- Internal entrepreneurship and intrapreneurship behavior (Aydemir, 2020; Sezgin, 2015; Turgut, 2014)
- Personal sacrifice (Dawley, Houghton, & Buckley, 2010)
- Autonomy & competitiveness (Sezgin, 2015)
- Organizational commitment –in affective, normative, and continuance- (Erdem, 2014; Koçak & Yücel, 2018; Mabasa & Ngirande, 2015; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Kalkandelen & Beşer, 2019; Özakar, 2019; Özdevecioğlu, 2003; Rhoades & Eisenberger, 2002; Riggle et al., 2009; Settoon, Bennett, & Liden, 1996; Taştan, İşçi, & Arslan, 2014; Tjahjono, Rahayu, & Putra, 2020; Wann-Yih, 2011; Wayne, Shore, & Liden, 1997)
- Job/work and organization engagement (Baş, 2020; Saks, 2006; Şahin, 2015)
- Job involvement (Ekşi, 2019; Kurtessis et al., 2017)
- Work engagement, organizational trust (Özdemir, Özcan, & Yalçınkaya, 2019)
- Psychological capital and coping behaviors (Erdem, 2014),

- Favorable safety climates (Ring, 2011)
- Pride in job (Chow, Lo, Sha, & Hong, 2006)

2.3.4.2. Individual Outcomes

The perceived organizational support level of employees does not just increase positive outcomes, it also decreases negative outcomes that are related to work and for the goodness of the organization. Some of the negative situations that are decreased by perceived organizational support is organizational cynicism (Kerse & Karabey, 2017; Tokgöz, 2011), presenteeism (Atilla, 2017; Şahin, 2015), organizational silence (Kulualp, 2015; Soybakıcı, 2019), absenteeism (Eisenberger et al., 1986), strains (Rhoades & Eisenberger, 2002), job alienation (Taştan, İşçi, & Arslan, 2014), counterproductive work behaviors (Kurtessis et al., 2017; Tuna, 2015), role conflict and ambiguity (Babakus, Cravensi Johnston, & Moncrief, 1996; Stamper & Johlke, 2003), turnover rates and intentions (Baş, 2020; Chiu, Chung, Wu, & Ho, 2009; Dawley, Houghton, & Buckley, 2010; Öztürk & Eryeşil, 2016; Perryer, Jordan, Firns, & Travaglione, 2010; Ring, 2011; Tai, Bame, & Robinson, 1998)

On the other hand, perceived organiational support leads pros for the individuals as well. Although positive outcomes of perceived organizational support at individual level do not seem to affect organizations' goodness directly, employees' well-being and interactions with their organizations differ after positive perceived organizational support understanding of employees. Some of the boost effects of perceived organizational support at the individual level are given below:

- Meaning of work (Akgunduz, Alkan, & Gök, 2018)
- Subjective well-being (Oluk, 2018)
- Life satisfaction (Yalçın, 2018)
- Organization-based self-esteem (Başgüt, 2019; Kurtessis et al., 2017)
- Self-efficacy, work-family balance (Kurtessis et al., 2017)
- Increased job satisfaction (Dönmez & Topaloğlu, 2020; Erdem, 2014; Karaalioğlu, 2019; Maan, Abid, Butt, Ashfaq, & Ahmed, 2020; Mabasa & Ngirande, 2015; Stamper & Johlke, 2003; Riggle et al., 2009; Wann-Yih, 2011)
- Intrinsic motivation (Babakus, Cravensi Johnston, & Moncrief, 1996; Imtiaz, Farooq, Hashmi, & Aain, 2018)

As well as increasing many outcomes, a high level of employees' perceived organizational support decrease several outcomes that are directly are indirectly for the benefit of the organizations:

- Intention to leave (Hui, Wong, & Tjosvold, 2007; Koçak & Yücel, 2018; Maertz Jr., Griffeth, Campbell, & Allen, 2007; Rhoades & Eisenberger, 2002; Riggle et al, 2009; Stamper & Johlke, 2003;)
- Workplace loneliness (Dönmez & Topaloğlu, 2020)
- Reciprocation wariness (Lynch, Eisenberger, & Armeli, 1999)
- Psychological empowerment (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020)
- Job stress and burnout (Erdem, 2014; Kurtessis et al., 2017)
- Withdrawal behavior (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002)
- Emotional exhaustion and depersonalization (Jawahar, Stone, & Kisamore, 2007; Kurtessis et al., 2017)
- Family to work conflict, work to family conflict, and work-family role strain (Casper, Martin, Buffardi, & Erdwins, 2002; Foley, Hang-Yue, & Lui, 2005; Turunç & Çelik, 2010a; Warren & Johnson, 1995)

As it is proved in the literature, the perceived organizational support has many profits for the organizations; it affects directly the organizations or indirectly towards the employees, and the organizations. With respect to all these positive results, perceived organizational support is one of the most important factors for the organizations to consider and make use of it.

2.4. The Relationship Between Perceived Social/Organizational Support and Post-traumatic Stress Disorder

It is not easy to handle outcomes of trauma on their own, the survivors/victims need as many resources as possible, and social support is one of these resources (Benight & Bandura, 2004). Getting social support affects the well-being and post-trauma responses of individuals positively (Shakespeare-Finch, Rees & Armstrong, 2015; Stephens & Long, 2000), changes their post-traumatic cognitions positively (Woodward et al., 2015), lower or later PTSD symptoms (Lawrence & Fauerbach, 2003; Ozer & Weiss, 2004; Shakespeare-Finch et al., 2015; Stephens et al., 1997), or even leads positive life changes and PTG (Cieslak et al., 2009; Frazier, Tashiro, Berman, Steger, & Long, 2004)

On the other side, not just natural disasters (Lawrence & Fauerbach, 2003) or illnesses (Cieslak et al., 2009) cause trauma and PTSD, but also occupational situations can lead to PTSD like emergency medical dispatchers (Shakespeare-Finch et al., 2015) or police officers (Stephens et al., 1997; Stephens & Long, 2000), and in these researches, it has been found as social support has positive or buffering effect against PTSD. In several studies (Barnes, Nickerson, Adler, & Litz, 2013; Kelley, 2010; Kelley, Britt, Adler, & Bliese, 2013), it has been founded that perceived support from the current organization help dealing with PTSD, yet these studies were made with soldiers, not with the employees in private sector organizations. The number of studies about the relationship between POS and PTSD is insufficient (Kelley, Britt, Adler, & Bliese, 2013). The number of studies that explain this relationship in an organizational context almost does not exist, except for a few studies (Bolat, Bolat, & Taştan, 2020). To help to close this gap in the literature, the second hypothesis of this study is hypothesized as:

H_2: There is a negative relationship between perceived social/organizational support and perceived post-traumatic stress disorder evaluation of employees.

2.5. The Concept of Psychological Resilience

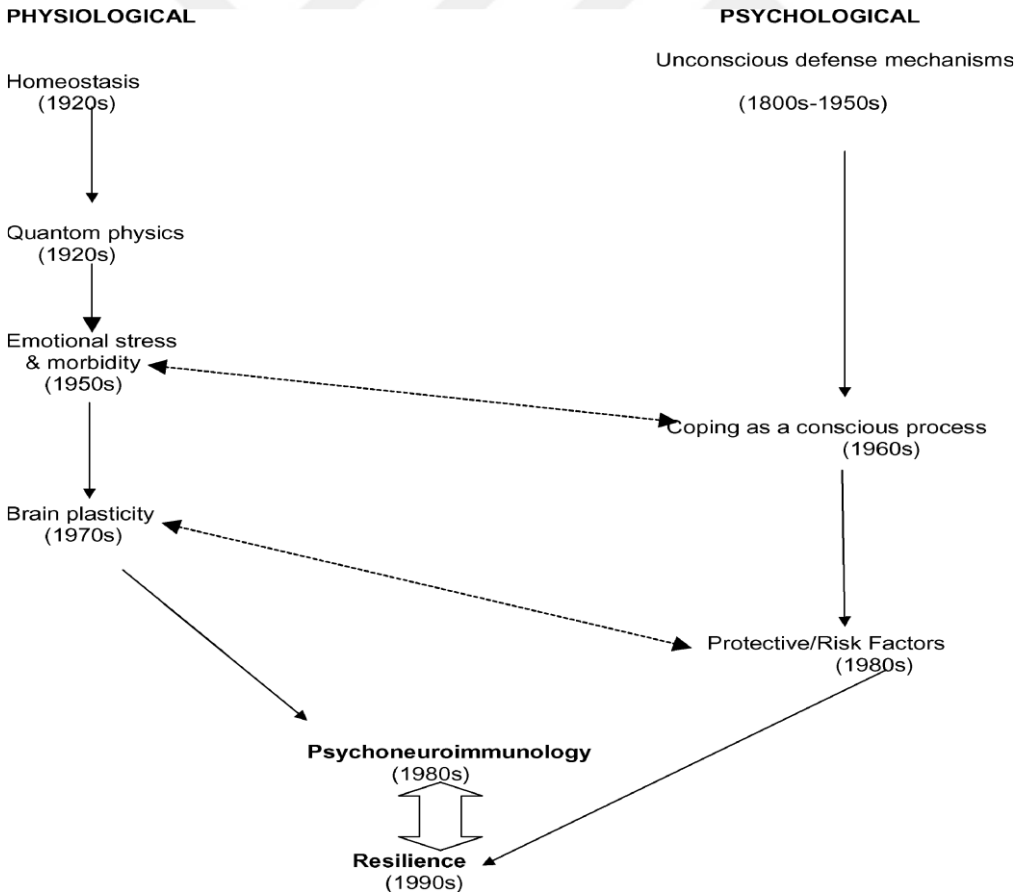
To the challenges of daily life, psychological resilience is one of the important human trait to deal with negative life events (Armstrong, Galligan & Critchley, 2011), in example during the Covid-19 pandemic, people with high level of psychological resilience get lower levels of depression (Karaşar & Canlı, 2020). The existance of this effect on organizational context is also became an important topic and questioned.

From the etymological perspective, the word resilience comes from the Latin verb "resilire" (Resilience, n.d.a), and is defined as "the ability of people or things to recover quickly after something unpleasant, such as shock, injury, etc" (Resilience, n.d.b). There is a general belief that the resilience concept is developed in the United States. Yet the resilience can be observed even in the stories of Ancient Greece, such as the "Odyssey" by Homer (app. B.C. 8th-7th century). Odysseus spends ten unfortunate and hard years to return his homeland, yet, thanks to his endurance and resilience, he did not give up and achieved his goal. And it is possible to see stories like this across different myths and nations. In a closer history, Tarter and Vanyukov (2002) explain the

past of resilience as a term in the stories of Horatio Alger in the 19th century, which are about the poor and homeless individuals' hard work and strong will overcome the adversities, like *Luck and Pluck* or *Sink or Swim*. Resilience is a concept that is not only used in psychology, but in also ecological, social sciences, and physics as well. Even in the 17th century, scientists like Robert Hooke are interested in the elasticity of metals, which is a factor in the resistance of buildings to strain (Lazarus, 1993). With the meaning of today, the resilience term used by Rutter (1985) for the first time.

According to Tusaie and Dyer (2004), resilience has roots in two sources: physiological and psychological. In figure 1, their history of resilience representation is given:

Figure 1. Roots of Resilience



Source: Tusaie, K., & Dyer, J. (2004). Resilience: A historical review of the construct. *Holistic nursing practice*, *18*(1), 3-10.

Maddi (2013) explains that just being a human is stressful by its' nature of the development process, which begins with birth trauma, followingly unknown experiences of babies –like attachment to caregivers, language-, stressful schooling experiences -making friends, learning to read, do arithmetic-, middle and late adulthood experiences –learning skills for higher education or work, forming close friendships within and across gender- (Masten & Coastworth, 1998). Maddi (2013) adds the changing nature of the twenty-first century is also adds additional stress.

The terms "hardy", "ego-resilient", "stress-resistant", "psychological hardiness", "coping", "competence" are commonly used interchangeably with psychological resilience (Benard, 1991; Compas et al., 2001; Luthar et al., 2006).

Adger (2000) searches resilience under two categories: social resilience which is the ability of groups to cope with external challenges as a result of social, political, and environmental change, and ecological resilience, which he defined as "a characteristic of ecosystems to maintain themselves in the face of disturbance." (p. 347).

The resilience level of individuals show differences in a continuum according to the situation – from mild adversity to strong adversity- (Davydov, Stewart, Ritchie, & Chaudieu, 2010), so it is a dynamic construct (Fraser, Richman, & Galinsky, 1999; Luthar, Cicchetti, & Becker, 2000).

There is little consensus about the definition of resilience (Luthar et al., 2000); the descriptions are diversified with variations in the operationalization and measurement of key constructs. However, the main and specific ones are given below in table 6:

Table 6. Definitions of Resilience

Definition	Author
"...the ability to bounce back or cope successfully despite substantial adversity."	(Rutter, as cited in Earvolino-Ramirez, 2007, p. 73)
"... does not come from rare and special qualities, but from the everyday magic of ordinary, normative human resources in the minds, brains, and bodies of children, in their families and relationships, and in their communities."	(Masten, 2001, p. 235)
"...dynamic process encompassing positive adaptation within the context of significant adversity."	(Luthar, Cicchetti, & Becker, 2000, p. 543)
"...individuals who adapt to extraordinary circumstances, achieving positive and unexpected outcomes in the face of adversity."	(Fraser et al., 1999, p. 136)
"...a defence mechanism, which enables people to thrive in the face of adversity."	(Davydov, Stewart, Ritchie, & Chaudieu, 2010, p. 479)
"...being socially, behaviorally, and academically competent despite living in adverse circumstances and environments as a result of poverty, parental mental illness, interparental conflict, inner-city living, and child abuse and neglect."	(Anderson,1997, p. 595)
"... is a process whereby risk was succesfully engaged."	(Anderson, 1997, p. 595)

Masten, Best, and Garmezy (1990) define three aspects, which are discussed most to determine resilience:

- Good outcomes in high-risk/Overcoming the odds
- Sustaining competence under pressure/stress
- Recovering from trauma

For the explanation of resilience, Friborg and his colleagues (2003) developed a new instrument to measure resilience because of insufficiency/weakness of previous ones to include/measure age-specific features, family/external support, and social competence. In the first design of the Resilience Scale for Adults (2003), Friborg and his colleagues define five dimensions: personal competence, social competence, family coherence, social support,and personal structure

Afterward, Friborg and colleagues (2005) believe that separating the personal competence dimension into two categories (perception of self and perception of future) can describe data better. They report these six dimensions to explain psychological resilience more accurately than the previous version.

2.5.1. The Conceptual Definition of Psychological Resilience

Many different explanations have been made in the development process of the resilience concept. Yet, these explanations are categorized under three categories, which known as the "Three Wave" of psychological resilience (Dağlı Çırak, 2016). They differentiate between each other according to the aim of interventions, descriptions of resilience, and outcomes of these researches (Masten, 2007). These three waves are explained together in table 7 (Dağlı Çırak, 2016; Greene, Hantman, Sharabi, & Cohen, 2012; Masten, 2007; Richardson, 2002):

Table 7. Three Wave of Resiliency Inquiry

Wave	Description	Outcome	Interventions
First Wave: Resilient Qualities	Phenomenological descriptions that differentiate traits and environmental factors related to resilience, psychopathologic searches to understand and eliminate them	List of protective factors to deal with adversity	Interventions are made to prevent and decrease risk
Second Wave: The Resiliency Processes	Explain the processes to deal with stress and create balance,	Found the processes that contribute to recovery	Interventions are intented to return people to equilibrium

	try to explain protective factors		
Third Wave: Innate Resilience	Distinguish the motivational forces within individuals and groups that allow them to self-actualize, try to explain the mechanism of resilience	Identify experiences that boost and activate growth-producing forces	Interventions connect innate creative and transformational processes

The development of resilience can be observed in several ways, such as chronologic or definitional approaches. In this paper, it is preferred to describe the development of psychological resilience according to one of the most controversial topics in this literature, which is the source of resilience (Kanbur, Kanbur, & Özdemir, 2017). There are two main approaches (Luthar et al., 2000) about this argument: the ones that explain resiliency as an individual characteristic (which we call as "nature" approach) and the ones that define resiliency as an improvable trait (which we call as "nurture" approach"). Apart from these main approaches, some researchers argue that both are needed, like the multi-level biopsychosocial approach of Davydov and his colleagues (2010).

The central claim for the nature approach is the "temperament" of the individuals (Compas, Connor-Smith, Saltzman, Thomsen, & Wadsworth, 2001; Wachs,2006) so this resilience of individuals comes from their birth/genetics/nature. The historical development of 'nature' approach starts with the 'Survivor' studies (Greene, 2002; Greene et al., 2012; Tarter & Vanyukov, 2002; Soysal, 2016), the Kauai Study of Werner (1989), the Minnesota Risk Research Project of Garmezy and his colleagues (Garmezy, 1974; Garmezy & Streitman, 1974; Garmezy, Masten, & Tellegen, 1984), the London Inner-City Youth study of Rutter (1985, 1987) can be given as the most important ones to development of nature approach.

On the other hand, there are other approaches which claim the occurance of resilience depends on environmental factors or developable traits, compare to natural

reasons, and these reasons are named as nurture factors. The Ordinary Magic study of Ann Masten (2001), the Comprehensive Soldier Fitness Program of Cornum, Matthews, and Seligman (2011), the studies of Bonanno (2004, 2005) and his colleuagues (Bonanno, Galea, Bucciarelli, & Vlahov, 2006) are some examples related with this approach.

2.5.2. Related Concepts and Theories

2.5.2.1. Positive Psychology Movement, Positive Organizational Behavior and Positive Psychological Capital

In the history of psychology, researchers and scientists tend to repair individuals' damage, preventing problems, and building strength for people (Luthans, 2002). In other words, they look for psychological issues and weaknesses. Against this classic approach, at the beginning of the 21st century, Martin Seligman and Mihaly Csikszentmihalyi (2000) introduce the "Positive Psychology" concept. This movement aims to put forward and focus on the positive sides of humans to eliminate negativities, such as optimism, hope, creativity, talent, which are neglected before, in this case, it is individuals' resilience.

Positive organizational behavior (POB) is a result of this movement, and defined as (Luthans, 2002) "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace." (p.59). According to Luthans (2002), the positive perception leads personal efficacy, and personal efficacy leads positive choices, motivational effort, perseverance, positive thought patterns, and resistance to stress. Especially, perseverance –which is defined as bouncing back and being resilient in the face of problems (Luthans, 2002), and resistance are directly related to psychological resilience.

Before the increase of positive psychology movements, three capital types that create a competitive advantage for individuals/organizations (Luthans, Luthans, & Luthans, 2004): a) Traditional economic capital (finances, tangible assets), b) Human capital (experience, education, skills, knowledge, ideas) and c) Social capital (relationships, network of contacts, friends).

However, after positive psychology movements, Luthans and his colleagues (2004) state that these assets are not essential to explain psychological capacities and capitals of individuals/ organizations and introduce "Positive Psychological Capital", which are confidence, hope, optimism, and resilience (Luthans, Avolio, Avey, Norman, & Combs, 2006; Luthans, Luthans, & Luthans, 2004).

2.5.2.2. Psychological Hardiness

Psychological hardiness has been conceptualized as the result of "The Longitudinal Study of Stress at Illinois Bell Telephone", which was conducted between 1975-1986 (Maddi, 2013). In the research, the managers took psychological and medical tests each year. During the experiment, the telecommunication industry transformed, and it affected Illinois Bell Telephone (IBT) company as well; it lost half of their employees (Yalçın, 2013). While many of the managers had been affected negatively (like low motivation or having physical and mental illnesses) from this situation, some managers stood/stayed strong and overcame this situation without harm. These differences between managers show that the managers who remain firm against difficulties have common personality traits compared to those who can not resist, and they named it "psychological hardiness". Psychological hardiness has three sub-dimensions: commitment, control, and challenge (Kobasa, Maddi, & Kahn, 1982; Maddi & Khoshaba, 1994).

Psychological hardiness is one of the concepts that is confused with psychological resilience, and it might be understandable: in their study, Nezhad and Besharat (2010) found a strong correlation (.74) between the Connor-Davidson Resilience Scale and Hardiness Scale. There are different explanations about these concepts, but to clarify confusion, using the definition/way of Salvatore Maddi can be helpful (2013); he believes that hardiness is a pathway to resilience; that is why he named one of a chapter in his book "Personal Hardiness as the Basis for Resilience". While hardiness is a personality trait, resilience is not (Bonanno, 2004). In addition, while resilience results in an improved or adaptive outcome, hardiness helps individuals withstand difficulties, but it is not needed to result in a positive change outcome (Earvolino-Ramirez, 2007).

2.5.2.3. Coping, Competence, and Resilience

In the literature, competence, resilience, and coping are used interchangeably to refer the others, yet they are not the same concepts. (Compas et al., 2001) Coping refers to the adaptation process, competence is the characteristics and resources for the occurrence of adaptation, and resilience is reflected in the outcome(s) when coping, and competence has been effectively used against stress and adversity (Compas et al., 2001). Therefore, resilience is a dependent concept on coping and competence; however, it does not mean they have a strict cause and effect relationship: not all coping efforts lead to competence, and not all coping outcomes reflect resilience, some efforts fail (Compas et al., 2001). When the differences between resilience and other variables investigate separately, while competence mainly involves observable behaviors, resilient outcomes are explained with emotional and behavioral indices, competence can not presuppose risk like resilience (Luthar, 2006), coping includes behaviors and thoughts against adversity, but resilience refers to the result of coping responses (Compas et al., 2001).

2.5.2.4. Ego-Resiliency

Jack Block introduces the construct of ego-resiliency in the 1950s as a doctoral dissertation (Block & Kremen, 1996). By Block and Block (1980), the ego-resiliency is defined as "one extreme by resourceful adaptation to changing circumstances and environmental contingencies, analysis of the 'goodness of fit' between situational demands and behavioral possibility, and flexible invocation of the available repertoire of problem-solving strategies" (pp.48). In contrast, the individuals with "ego-brittleness" have a lower level of adaptive flexibility, the difficulties to overcome after traumatic experiences, anxieties and inability to fit of changing environment (Block & Block, 1980; Block & Kremen, 1996). They explain individuals' resiliency (or brittleness) with their egos' functionality/adaptability/flexibility against internal and external stress experiences. However, resilience is differentiated from ego-resiliency with presupposing risk conditions and being a phenomenon rather than a personality trait (Luthar, 2006).

2.5.3. Protective and Risk Factors

In her article, Suzanne Kobasa (1979) explains that many people have to face stressful lives, yet they are not becoming ill, and this is the core of protective factors, which also have an essential effect on the occurrence of resilience for the individuals over risk/vulnerable factors. In their study, Kobasa, Maddi, and Kahn (1982) argue about the ideal environment to develop childhood resilience. The development of resilience in childhood can be observed in Erik Erikson's "Stages of Psychosocial Development". At stage two (Autonomy vs. Shame and Doubt), the child's ability to control himself/herself and his/her environment, his/her ability to make effective decisions, and his/her sense of self-confidence in the face of difficulties develop can be observed (Aşut, 2020). Moreover, these factors are named "protective factors" –which modify the effects of negative experiences, increase self-esteem and self-control, and enable individuals to be open to possibilities (Luthar, 2006; Rutter, 1987)- and "vulnerable factors" –which increase the likelihood of negative situation or lead continuance of a problem (Kirby & Fraser, as cited in Gizir, 2007) factors, these are also the antecedents of a concept with or without their occurrence. Werner and Smith (as cited in Castro, 2013) argue that protective factors have a greater impact on the resiliency of individuals than risk factors. However, these definitions are not valid for all researchers; there are inconsistencies and little consensus about the definitions and scope (Luthar et al., 2000).

To categorize protective and vulnerable factors, they are examined into three categories: individualistic, familial, and environmental factors. Protective factors are given together in table 8:

Table 8. Protective Factors of Resiliency (Adams, Figley, & Boscarino, 2008; Alnar, 2015; Aşut, 2020; Atalay, 2020; Back, Steinhauser, Kamal, & Jackson, 2016; Benard, 1991; Bolger & Patterson, 2003; Brooks, Amlôt , Rubin, & Greenberg, 2018;Bulut, 2019; Carp, 2010; Çoruh, 2020; Earvolino-Ramirez, 2007; Ernas, 2017; Gabriel et al., 2007; Garmezy, 1974; Hetherington & Elmore, 2003; Karakaya, 2019 ; Karakuş, 2017;Karataş, 2016; Kaya, 2019; Mandleco & Peery, 2000; Masten & Coatsworth, 1998; Masten & Powell, 2003; McCann et al., 2013; Milne, 2007; Richardson, Neiger, Jensen, & Kumpfer, 1990; Richardson, 2002; Rutter, 1987; Sarıkaya , 2019; Taşdemir, 2018; Thoresen, Tønnessen, Lindgaard, Andreassen, & Weisæth, 2004; Tusaie & Dyer, 2004; Werner, 1995; Yıldırım, 2000; Yıldırım Usta, 2018)

	Psychological/dispositional attributes (Individualistic)	**Family support and cohesion (Familial)**	**External support systems (Environmental & Organizational)**
Protective Factors	Social competence, problem-solving and decision-making skills, autonomy, sense of purpose and future, appealing, self-efficacy, self-confidence, high self-esteem and self-awareness, health, talents, faith and religious beliefs, intelligence, easygoing disposition, empowerment, self mastery, self-regulation skills, positive outlook on life, perceived control,age, gender, temparement and personality, academic success, optimism, effective in work/play/love, empathy, self-discipline, social intelligence, internal locus of control, flexibility, interpersonal sensitiviy, future oriented, trust in others, sense of humor, productive critical thinking skills, managing range of emotions, physical attractiveness, spiritual well-being, intrinsic and extrinsic motivation, trained (being experienced) against negative events, mindfulness, developing/ having effective coping strategies	Caring and support, realistic and high expectations from children, socioeconomic advantages, connections to extended supportive family networks, warmth, monitoring, parent-child relationships, coparenting,stepparents, sibling relationships, marital support, low family-stress level, piety	Opportunities for participation, attending effective schools, quality of social services and health care, neighborhood quality, peer relationships, positive role models, social,emotional, and friend support, organizational support and perceived fairness, low workload, job satisfaction, work-life balance, workplace well-being, piety

The opposite of protective factors, the risk factors of resiliency are given below in Table 9:

Table 9. Risk Factors of Resiliency (Aşut, 2020; Aydın, 2020; Bradley et al., 1994; Bulut, 2019; Earvolino-Ramirez, 2007; Goodman, 2004; Gizir, 2007; Greeff & Ritman, 2005; Hetherington & Elmore, 2003; Lansford et al., 2006; McCann et al., 2013; Nurhat, 2017; O'Donnell, Schwan-Stone, & Muyeed, 2002; Pilowsky, Zybert, & Vlahov, 2004; Reed-Victor & Stronge, 2002; Sarıkaya, 2019; Schoon, Parsons, & Sacker, 2004; Tekin, 2011; Tiet et al., 1998; Yıldırım, 2020; Yu, Raphael, Mackay, Smith, & King, 2019)

	Psychological/dispositional attributes (Individualistic)	**Family support and cohesion (Familial)**	**External support systems (Environmental & Organizational)**
Risk Factors	Age, gender, marital status, education level, personality, maladaptive/incompatible temparement and personality, prematurity, mother's use of alcohol / drugs during pregnancy, low IQ level, anti-social behavior, adverse life experiences, pessimistic perspective, shyness, low self-esteem, asocial life, chronic illnesses, negative life experiences, academic failure, substance abuse, physical abuse, belonging to an ethnic minority,	Interparental conflict, depression and chronic diseases in parents, violence, neglect and abuse in the family, stepparents, sibling relationships, early parental loss, alcohol-substance abuse of parents, single-parent familiy, divorce of parents, adoption, oppressive effects of the extended family, being mom during adolescent, inconsistent or excessively authoritarian discipline of parents	Peer relationships, socioeconomic adversity, low cultural level, community violence, being included in deviant peer groups, insufficient nutrition opportunities, negative effects of traumatic events (migration, war, and natural disasters), social violence, homelessness and poverty, unemployment, social stigma, neglectful parents, workplace bullying

2.5.4. Outcomes of Psychological Resilience

Psychological resilience is one of the most important concepts that affect human lives positively. In this paper, we examine these profits under two categories: individualistic outcomes, which commonly affect organizational factors indirectly, and organizational outcomes. For the individualistic outcomes, it has been found while psychological resilience increase individuals' cognitive flexibility (Geyik Koç, 2020),

coping with stress (Küçüktatlıdil, 2016), life satisfaction (Özdaş, 2017), optimism (Karacaoğlu & Köktaş, 2016), post-traumatic growth (Li, Cao, Cao, & Liu, 2015; Ogińska-Bulik & Kobylarczyk, 2015; Özçetin & Hiçdurmaz, 2017; Yun, Lim, Yu, & Choi, 2020), psychological well-being (Fredrickson, 2001; He, Turnbull, Kirshbaum, Phillips, & Klainin-Yobas, 2018; Karacaoğlu & Köktaş, 2016; Keye & Pidgeon, 2014; Souri & Hasanirad, 2011; Yıldırım &Arslan, 2020), vigilant decision making (Yıldız, 2015), it decreases the level of anxiety (Hjemdal et al., 2011; Humphreys, 2003; Perişan, 2018),cynicism (Ríos-Risquez et al., 2016), depression (Hjemdal et al., 2011; Humphreys, 2003; Taş, 2013; Kukihara et al., 2014; Yoshikawa, Nishi, Kashimura, & Matsuoka, 2019),emotional exhaustion (Ríos-Risquez, García-Izquierdo, Sabuco-Tebar, Carrillo-Garcia, & Martinez-Roche, 2016), obsessive-compulsive symptoms (Hjemdal et al., 2011), procrastinating and hypervigilant style of decision making (Yıldız, 2015), psychological distress (Harker, Pidgeon, Klaassen, & King, 2016), secondary traumatic stress (Harker, Pidgeon, Klaassen, & King, 2016), stress and perceived stress (Hjemdal et al., 2011; Ong, Bergeman, Bisconti, & Wallace, 2006; Taş, 2013).

As well as the individualistic profits of psychological resilience, there are positive organizational outcomes. In previous research, it has been found that psychological resilience increases the collaborating style of conflict management (Sarıkaya, 2019), job satisfaction (Çetin & Basım, 2011; Kanbur, Kanbur, & Özdemir, 2017; Kurt, 2011; Mizmizlioğlu, 2018; Youssef & Luthans, 2007), occupational/organizational commitment (Çetin & Basım, 2011; Kara, 2019; Selçuklu, 2013; Youssef & Luthans, 2007), organizational citizenship behavior (Kanbur, Kanbur, & Özdemir, 2017), performance (Sutcliffe & Vogus, 2003), while decreases the possibility of burnout (Çağlayaner, 2019; Harker, Pidgeon, Klaassen, & King, 2016; Mealer et al., 2012; Tekin, 2011) and job alienation (Çetinkaya, 2019)

2.6. The Moderating Role of Psychological Resilience

The positive impact of resilience on PTSD is a common topic for researchers (Mealer et al., 2012; Mealer, Jones, & Moss, 2012; Ogińska-Bulik & Kobylarczyk, 2015). It also has a moderator effect on PTSD-related topics such as the relationship between pain and stress (Friborg et al., 2006), depression (Wingo et al., 2010), and also job-related outcomes like turnover intentions, burnout, or injuries (Lanz & Bruk-Lee, 2017).

2.6.1. The Moderating Role of Psychological Resilience on the Relationship Between Social/Organizational Support and Post-traumatic Stress Disorder

It has been found that several personality traits boost or have positive effects on many outcomes, including organizational -like job satisfaction (Judge, Bono, & Locke, 2000)- or more personal -like the effects on PTSD (Jakšić, Brajković, Ivezić, Topić, & Jakovljević, 2012)- ones. On the other hand, it is known that social support has a positive effect on PTSD (Lawrence & Fauerbach, 2003), psychological resilience has a relationship with stress (Yun, Lim, Yu, & Choi, 2020) and cognitions (Curtin, 2014), and social support has been found positively related to psychological resilience (Terzi, 2018), yet there are not many studies that mentioned the possible moderator effect of psychological resilience among the relationship between social support and PTSD. Because of this reason, it is hypothesized as:

H_3: Psychological resilience has a significant moderating role on the relationship between perceived social/organizational support and PTSD evaluation of employees (The higher the Psychological resilience the stronger the negative impact of social support on post-traumatic stress disorder evaluation of employees).

2.6.2. The Moderating Role of Psychological Resilience on the Relationship Between Workplace Spirituality and Post-traumatic Stress Disorder

Likewise the previous hypothesis, it is known that spirituality is effective tin overcoming or controlling the PTSD (Currier, Drescher, Holland, Lisman, & Foy, 2016), and workplace spirituality is positively related to resilience (Esievo, Oshi, Hettey, & Tende, 2019) -even in research, it is founded that workplace spirituality enhance psychological resilience (Kanbur & Kavuklu, 2019), and resilience decreases stress (Yun et al., 2020). However, these relationships are not studied in an organizational context, in addition, among these relationships, psychological resilience is not searched as a possible moderator in the relationship between spirituality and PTSD. Therefore, it is hypothesized as:

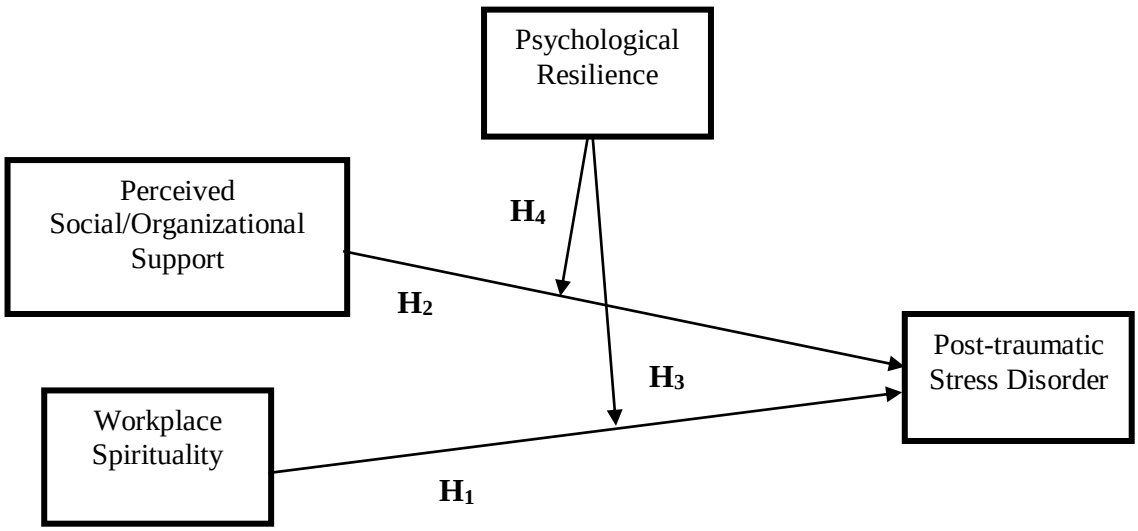
H_4: Psychological resilience has a significant moderating role on the relationship between perceived workplace spirituality and traumatic stress disorder evaluation of employees (The higher the psychological resilience the stronger the

negative impact of workplace spirituality on post-traumatic stress disorder evaluation of employees).

3. The Focus of This Study and Summary of the Generated Hypotheses

According to the literature review and evidence for the relationships among the variables of the study, the hypotheses of the current research were designed. As defined, this study focuses on particularly PTSD and the variables that diminish the level and the effects of PTSD. Also, workplace spirituality and perceived social support have been suggested as variables that can help to decrease the level of PTSD. Further, as a moderator, the psychological resilience level of individuals in the relationship between workplace spirituality, perceived social support, and PTSD was included. The conceptual framework of the current study (Figure 2) and the hypotheses defined in previous chapters are listed below.

Figure 2. Research Model of the Study



H_1: There is a negative relationship between perceived workplace spirituality and post-traumatic stress disorder evaluation of employees.

H_2: There is a negative relationship between perceived social support an perceived post-traumatic stress disorder evaluation of employees.

H_3: Psychological resilience has a significant moderationg role on the relationship between perceived social/organizational support and PTSD evaluation of employees (The higher the Psychological resilience the stronger the negative impact of social support on post-traumatic stress disorder evaluation of employees).

H_4: Psychological resilience has a significant moderating role on the relationship between perceived workplace spirituality post-traumatic stress disorder evaluation of employees (The higher the psychological resilience the stronger the negative impact of workplace spirituality on post-traumatic stress disorder evaluation of employees).

4. Methodology

4.1. Research Design and Data Collection

A quantitative research method with numerical data from the structured surveys was used for this study, which is similar to related literature. Also, cross-sectional and descriptive designs were preferred and operated due to the nature of the hypotheses.

The data was collected through online surveys. The scales approximately took 15-20 minutes to complete. The participation of individuals -employees in a private sector organization- is conducted through social media and email.

4.2. Sample

For the collection of data, convenience and snowball sampling (Goodman, 1961) methods were used. This sample was collected from white-collar workers in Turkey. These workers' professions are differentiated through many sectors, like technology, education, bank-finance, advertising, health, etc.

The survey was distributed to 253 white-collar workers, and all of the participants completed the surveys (they could not skip any question because of the structure of the survey), yet 13 of them were eliminated because their professions did not match with being a white-collar workers. Therefore, the participants consisted of 240 white-collar employees. Among these participants, 139 are female (57.9%), and 101 are male (42.1%). While the mean age of females was 29,4, it was 31,0 for males. One hundred eighteen of the participants (49.16%) indicated that they had traumatic events in their lives, while 122 of them (51.84%) indicated that they do not have traumatic experiences. The other demographic characteristics of the participants are given in Table 10

Table 10. Demographic Characteristics of Sample

	N	%
Gender		
Female	139	57.9
Male	101	42.1
Total	240	100.0
Marital Status		
Single	175	72.9
Married	65	27.1
Total	240	100.0
Education Level		
Primary School	2	0.8
High School	7	2.9
University	169	70.4
Master's Degree	53	22.1
Ph.D. Degree	9	3.8
Total	240	100.0
Work Experience		
Less than 1 year	19	7.92
1-5 years	168	70.0
6-10 years	28	11.66
11 years and more	25	10.42
Total	240	100.0
Experiencing/facing traumatic event(s)		
Yes	118	49.2
No	122	50.8
Total	240	100.0

4.3. The Scales

There were two different sections in the surveys: the first section had seven different demographic items, which are gender, age, marital status, educational level, job title in their organizations, tenure in the current organization, and past traumatic experiences. The second section consisted of four different scales to measure workplace spirituality, post-traumatic stress disorder, perceived social support, and psychological resilience.

4.3.1. Workplace Spirituality Scale

The Workplace Spirituality Scale is 18 questions, a self-evaluation scale developed by Kinjerski and Skrypnek (2006) and adapted Turkish by Ünal and Turgut

(2015) to measure the level of individuals' workplace spirituality. The items of the scale were scored on a 6-point Likert scale ranging from "Totally disagree" (1) to "Totally agree" (6). The scale consists of four dimensions: the sense of community, spiritual connection, mystical experience, and engaging work. In both the original study and the adaptation, the internal consistency has been found as .93. Some of the items from the survey are:

- "I can find meaning and purpose in my work."
- "I experience a match between the requirements of my work and my values, beliefs, and behaviors."
- "I receive inspiration or guidance from a Higher Power about my work."

4.3.2. PTSD Scale

The Post-Traumatic Stress Disorder Scale is a 36-item, a self-report measure aimed to measure PTSD levels of individuals. The scale was developed by Şahin, Batıgün-Durak ve Yılmaz (2001) with the questions from Posttrauma Stress Disorder Checklist (PCL) (Weathers, Herman, Huska, & Keane, 1994), Impact of Events (Horowitz, Wilner, & Alvarez, 1979), and Dissociative Experiences Survey of Carlson and Putnam (1986). The scale has three sub-categories: avoidance, repetitive thoughts, and physiological arousal, and in the re-test study of Dınvar and Özdoğan (2011), they found the Cronbach's alpha values of sub-scales between .89-.91 (N=265). The items were rated on a 6-point Likert scale ranging from "Never" (1) to "Always" (6). Some items from the survey are:

- "I had bad dreams related to the event."
- "I stayed away from things or situations that might remind me of it."
- "I made an effort to avoid talking about it."

4.3.3. Perceived Social Support/POS Scale

To measure perceived social support at work, the combination of the "Perceived Organizational Support Scale" of Derinbay (2011) and Gençtürk's "Perceived Social Support Scale" (2005) were used. The scale has 44 questions in total,

and to answer the items, a 6-point Likert Scale was used, which is ranged from "Totally Disagree" (1) to "Totally Agree" (6). As the "Perceived Organizational Support Scale" of Derinbay (2011) is designed for schools, the "in my school" phrase and the similar ones were changed with "in my organization" and equivalent of them to adapt the items into the organizational context. The Cronbach's alpha values of the scales are .95 for "Perceived Organizational Support Scale" and .90 for "Perceived Social Support Scale". Some items from the survey are:

- "In this institution, our ability to express our thoughts freely is supported in the meetings held."
- "My colleagues provide moral support when I need it."
- "My colleagues are as valuable to me as my family."

4.3.4. Psychological Resilience Scale

Six-item from the resilience sub-category of the "Psychological Capital Scale" of Luthans, Youssef, and Avolio (2007) is used to measure psychological resilience. For each item, a 6-point Likert scale (from "Totally Disagree" [1] to "Totally Agree" [6]) was used. This scale is adapted into Turkish by Akçay (2014), and the internal consistency of the resilience sub-category has been founded as .82. Some items from the survey are:

- "When I have a setback at work, I have trouble recovering from it, moving on."
- "I can get through difficult times at work because I've experienced difficulty before."
- "I usually manage difficulties one way or another at work."

5. Research Findings

For the analysis of the results, several analyses were conducted in this study: To see the factor structure of each scale and their reliability -which is determined by Cronbach's Alpha-, a principal component analysis with varimax rotation was conducted.

5.1. Factor and Reliability Analysis

To determine the factor structures of each variable in the research model, the principal components analysis with varimax rotation was performed.

5.1.1. Workplace Spirituality

Kinjerski and Skrypnek's (2006) scale is based on 18 questions with four dimensions: the sense of community, spiritual connection, mystical experience, and engaging work. However, the number of dimensions decreased to three after the factor analysis; the "sense of community" and "engaging work" questions are collected under the same factor. KMO value has been founded as .913 and significant Bartlett's Test of Sphericity with the value of 3825,208 ($p<.01$). Also, Cronbach's alpha values can be seen in Table 11.

Table 11. Factor Analysis Results of Workplace Spirituality

Factor Name	Item Numbers	Factor Loading	Cronbach Alpha	Total Variance Explained
Sense of Community and Commitment to Job	5. I have a sense of personal mission in life, which my work helps me to fulfill.	0,888	.953	42,835
	2. I can find meaning and purpose in my work	0,880		
	4. I provide my reason for being in life through my job.	0,864		
	3. I am passionate about my work.	0,837		
	1. I experience a match between the requirements of my work and my values, beliefs and behaviours.	0,795		
	6. I feel grateful to be involved in work like mine.	0,756		
	12. I sometimes experience an indescribable energy and vitality while working.	0,753		
	11 I experience moments at work where everything is blissful.	0,727		
	7. At the moment, I am right where I want to be at work.	0,696		
	16.. I feel like I am part of "a community" at work	0,672		
	10. At moments, I experience complete joy and ecstasy at work	0,647		
	18. I share a strong sense of purpose and	0,586		

	meaning with my coworkers about our work.			
	17. I experience a real sense of trust and personal connection with my coworkers.	0,578		
Spiritual Connection	15. I experience a connection with a greater source that has a positive effect on my work.	0,940	.925	16,232
	14. I receive inspiration or guidance from a Higher Power about my work	0,938		
	13. My spiritual beliefs have an important role in daily decisions about work.	0,871		
Mystical Experience	9. While working, there are moments that I lose my perception of time and space.	0,854	.568	12,823
	8. At times, I experience a "high" at my work.	0,544		
				Total= 71,89
				Kaiser Meyer Olkin Measure of Sampling Adequacy= 0,913
				Bartlett's Test of Sphericity Approx. Chi-Square= 3825,208
				df= 153
				p value= 0,000

5.1.2. Post-traumatic Stress Disorder

As mentioned before, the orginial scale is a combination of three different scales with three different sub-categories, which are avoidance, repetitive thoughts, and physiological arousal (Şahin et al., 2001). Because the rotated component matrix analysis failed after taking out some items, the number of maximum iterations for convergence is increased to .50, this method is advised in the website of IBM – which is the creator of SPSS- (Iteration History, n.d.) and also used in research (Jaskowiak, Bianco, Perlman, & Fine, 2005). As a result, KMO value has been found as .924, Bartlett's Test of Sphericity is 4609,559, and the factors are lined up under four categories: Intrusive and Avoidance Symptoms, Repetitive Thoughts, Physiological Arousal, and Dissociative Experiences (Table 12.).

Table 12. Factor Analysis Results of Post-traumatic Stress Disorder

Factor Name	Item Numbers	Factor Loading	Cronbach Alpha	Total Variance Explained
Intrusive & Avoidance Symptoms	14. I have troubles falling or staying sleep.	0,784	.922	19,656
	10. I lose my interest in activities that I used to enjoy.	0,768		
	12. I don't feel love for people close to me, it's like I've become emotionally "robot".	0,755		
	15. I feel nervous/anxious compare to past.	0,717		
	11. I feel distant or cut off from other people.	0,696		
	9. I have troubles about remembering important parts of a stressful experience from the past.	0,677		
	16. I feel irritable or have angry outbursts compare to past.	0,666		
	17. I have difficulties about concentrating.	0,664		
Re-experiencing	4. I suddenly act or feel as that stressful experience is happening again.	0,845	.915	17,913
	6. I have physical reactions (e.g. heart pounding, trouble breathing, sweating) when something reminded me of a stressful experience from the past.	0,794		
	34. There are moments when I feel intense and negative emotions that come in waves.	0,777		
	5. I feel very upset when something reminded me that stressful experience from the past.	0,775		
	35. Some people, places, objects or events remind me of that difficult event that I went through.	0,760		
	33. I make an effort to erase some memories of the event from my memory.	0,687		
	32. Sometimes I am looking at the world through a fog, so that people and objects appear far away or unclear.	0,627		
Negative Physiological Arousal	19. I feel jumpy or easily startled.	0,766	.900	17,537
	21. Sometimes, I am listening to someone talk and suddenly realize I did not hear all of what was said.	0,742		
	20. I have the experience of driving or riding in a car or bus and realizing that I do not	0,710		

	know what has happened during all part of the trip.			
	30. Sometimes I sit straing off into space, thinking of nothing, and am not aware of the passage of time.	0,681		
	31. I hear voices inside my head that tell me to do things or comment on things that I am doing.	0,663		
	23. Sometimes I feel as though I am standing next to myself or watching myself do something and I actually see myself as I was looking at another person.	0,650		
	27. Somestimes I remember a past event so vividly that I feel as if I was reliving that event.	0,641		
	18. I am super-alert or watchful or on guard.	0,546		
Dissociative Experiences	25. I feel that other people, objects, and the world around me are not real.	0,863	.843	11,513
	24. I find that I have no memory for some important events in my life.	0,788		
	22. I find myself in a place and have no idea how I got there.	0,739		
	29. I involved in a fantasy or daydream that it feels as though it were really happening to me.	0,550		
				Total= 66,619
				Kaiser Meyer Olkin Measure of Sampling Adequacy= 0,924
				Bartlett's Test of Sphericity Approx. Chi-Square=4609,559
				df= 351
				p value= 0,000

5.1.3. Social Support/ Perceived Organizational Support Scale

The original scale is consists of two different scales, which are the "Perceived Organizational Support Scale" of Derinbay (2011) and Gençtürk's "Perceived Social Support Scale" (2005). As together, these scales include three different sub-categories: perceived support from colleagues, management, and the organization. As a result of factor analysis, three factors have been founded, yet some questions are under the different factors: the first factor includes perceived support from management and organization together, the second factor only includes perceived support from colleagues, and the third factor includes more items about using the resources of the organization. That is why new factors are named Managerial Support, Co-worker

Support, and Resource Support. The KMO value is 0,953, and Bartlett's Test of Sphericity with the value of 12345,385. ($p<.001$). Other results are shown in Table 13.

Table 13. Factor Analysis Results of Perceived Social/Organizational Support

Factor Name	Item Numbers	Factor Loading	Cronbach Alpha	Total Variance Explained
Managerial Support	17. The management of my organization is open to any critics.	0,812	.979	34,083
	28. In this organization, the ones who deserve are rewarded.	0,807		
	19. The management of my organization gives responsibilities to the workers that are equivalent to their responsibilities.	0,792		
	15. The management of my organization defends me against the unfair demands of the others.	0,792		
	21. The management of my organization share the information that are related with job and working processes.	0,791		
	12. The management of my organization guides me about job and personal things.	0,783		
	22. The management of my organization trusts to its' workers.	0,772		
	11. The management of my organization is tolerant about the workers' mistakes.	0,771		
	16. The management of my organization helps me when the cooperation is needed.	0,769		
	14. The management of my organization gives effort to improve the relationship between workers.	0,768		
	24. In my organization, the distribution of tasks are made according to personal and proffessional qualifications.	0,767		
	26. The management of my organization is available for everyone.	0,763		
	23. The management of my organization gets my opinion while making decisions that affect me.	0,755		
	18. My advices about improving the organization are supported by top management.	0,747		
	13. The management of my organization do all the best/show effort for me to feel like home.	0,741		

	25. All workers are got benefit equally from the resources of the ortanization.	0,740		
	20. The management of my organization is aware of the successful worker behaviors.	0,734		
	27. The management of my organization is fair about distributing job/tasks.	0,727		
	3. My organization shows effort form y proffessional development.	0,700		
	10. When I can not go to job as a result of any problem (illness, family, etc.), the management	0,683		
	5. I get feedbacks from my supervisors that help to improve myself.	0,659		
	6. In my organization, my ideas and advices are considered.	0,646		
	4. In my organization, my achievements are appreciated.	0,641		
	9. In my organization, the physical conditions of work (computer, desk, stationery, etc.) are improved/restored according to the current conditions.	0,611		
Co-worker Support	42. My colleagues provide support when I need it.	0,860	.970	26,379
	33. My colleagues satisfy my personal demands.	0,858		
	41. At work, we can overcome the difficulties with my colleagues.	0,850		
	38. My colleagues complete/finish the job that I did not finish, even if I am not at work.	0,848		
	40. My colleagues are proud of me.	0,842		
	39. My colleagues pay attention to my health.	0,838		
	31. My colleagues like to listen my ideas.	0,835		
	34. My colleagues help me to see my problems more unbiased or more clearly.	0,830		
	30. My colleagues provide me spiritual support when I need.	0,760		
	36. I can have conversations/information exchange with my colleagues about any topic.	0,757		
	29. In this institution, our ability to express our thoughts freely is supported in the meetings held.	0,754		
	32. My colleagues' love and intimacy give me trust /assure me.	0,745		
	37. At my work, I consult to my colleagues when I have to make important decisions.	0,735		

	43. My colleagues and I have strong bonds.	0,732		
	35. My colleagues give me practical ideas about how to act or what to do.	0,717		
Resource Support	1. In my organization, I can make decisions about the things that affect my job directly.	0,775	.861	9,496
	2. In my organization, I can find the possiblity/chance to apply the skills that I get from my job and my education	0,670		
	7. I have feeling about my supervisor and management care about my existance.	0,620		
	8. In my organization, the tools that I need for working are supplied	0,618		
	44. My colleagues are as valuable to me as my family.	0,518		
			Total= 69,958	
			Kaiser Meyer Olkin Measure of Sampling Adequacy= 0,953	
			Bartlett's Test of Sphericity Approx. Chi-Square= 12345,385	
			df= 946	
			p value= 0,000	

5.1.4. Psychological Resilience

As the scale is the sub-category of the "Psychological Capital Scale" by Luthans et al. (2007), the number of factors did not change and stayed as one factor. KMO value of the scale has been found .881 and Bartlett's Test of Sphericity with the value of 719,152 ($p<.001$). The Cronbach's alpha value was .864 for the Psychological Resilience Scale (Table 14).

Table 14. Factor Analysis Results of Psychological Resilience

Factor Name	Item Numbers	Factor Loading	Cronbach Alpha	Total Variance Explained
Psychological Resilience	5. I can get through difficult times at work because I've experienced difficulty before.	0,883	. 864	62,208
	4. I usually take stressful things at work in stride.	0,856		
	1. When I have a setback at work, I have trouble recovering from it, moving on.	0,835		
	2. I usually manage difficulties one way or another at work	0,805		
	3. In case of necessity, I can manage difficulties by myself.	0,688		

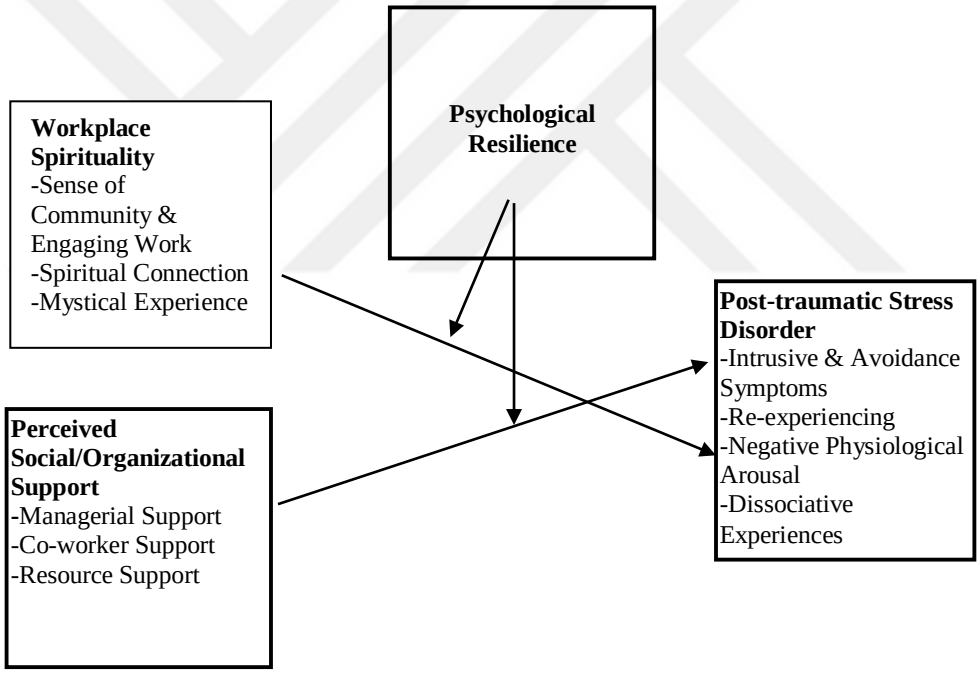
6. I feel I can handle many things at a time at this job.	0,633

Total= 62,208
Kaiser Meyer Olkin Measure of Sampling Adequacy= 0,881
Bartlett's Test of Sphericity Approx. Chi-Square= 719,152
df= 15
p value= 0,000

5.1.5. Research Model after Factor Analysis

As a result of factor analyses, the research model was reconstructed with the factors as shown below in Figure 3.

Figure 3. Research Model after Factor Analyses



To prevent the possible negative estimation and interference effects of multicollinearity among main variables, a multicollinearity test was applied. As a result, no multicollinearity problem was found among the main variables. (workplace spirituality, psychological resilience, and PTSD).

Table 15. Multicollinearity Diagnostics For Variables

	Tolerance	VIF
Workplace Spirituality		
Sense of Community &	.28	3,509
Spiritual Connection	.76	1,312
Mystical Experience	.57	1,763
Perceived Organizational Support		
Managerial Support	.36	2,771
Co-worker Support	.45	2,232
Resource Support	.38	2,640

5.2. Correlation Analysis Findings

The Pearson Correlation test used correlation analysis to determine the correlations between the variables. After the analysis, correlation coefficients were found as predictors of the strength of the relationship between the variables. In addition, the factors of the main variables were added to create a detailed understanding. The means, standard deviations, and correlations between the variables are given in Table 16.

The highest correlation value was .643 ($p < .01$). Although fewer parts of the correlations are not significant, most of them are significant at the .01 and .05 levels (2-tailed) for N=240. After the correlation analysis, the first two hypotheses of the current study were confirmed:

H_1: There is a negative relationship between perceived workplace spirituality and post-traumatic stress disorder evaluation of employees.

A significant weak negative relationship was found between employees' workplace spirituality and their PTSD evaluations ($r = -.263$, $p < .01$). It can be concluded as individuals who experience more spirituality in their workplace may show lower levels of PTSD evaluations (see Table 16).

H_2: There is a negative relationship between perceived social/organizational support and post-traumatic stress disorder evaluation of employees.

There is a significant weak negative relationship between employees' perceived social/organizational support and their PTSD evaluations ($r = -.297$, $p < .01$). Therefore, employees who have a high level of POS may show lower levels of PTSD evaluations (see Table 16).

Table 16. Correlations Findings of the Research Variables

Variables	M(SD)	1	2	3	4	5	6	7	8	9	10	11	12	13	14
WS	4.12(.98)		.643**	.955**	.538**	.712**	.549**	.606**	.576**	.322**	-.263**	-.316**	-.149**	-.219**	- .082
POS	4.74(.95)			.728**	-.008	.485**	.948**	.820**	.777**	.426**	-.297**	-.426**	-.020	-.341**	.108
WSSense	4.51(1.08)				.284**	.616**	.620**	.689**	.652**	.375**	-.316**	-.415**	-.108	-.331	.022
WSSpirit	2.48(1.57)					.335**	-.025	.019	.001	-.029	-.008	.145*	-.183**	.211**	-.319**
WSMystic	4.05(1.16)						.460**	.385**	.417**	.232**	-.160*	-.180**	-.102	-.086	-.111
POSMan	4.64(1.11)							.607**	.741**	.361**	-.242**	-.341**	-.008	-.267**	.101
POSCo-w	4.82(1.05)								.508**	.369**	-.281**	-.435**	-.018	-.342**	.114
POSRes	4.97(.98)									.503**	-.325**	-.395**	-.065	-.371**	.014
PR	4.91(.89)										-.318**	-.306**	-.143*	-.336**	-.160*
PTSD	2.39(.89)											.857**	.748**	.841**	.565**
PTSDIntrusive	2.21(1.21)												.420**	.767**	.245**
PTSDReexp	3.20(1.20)													.397**	.587**
PTSDNegAr	1.86(1.01)														.304**
PTSDDis	2.44(1.15)														

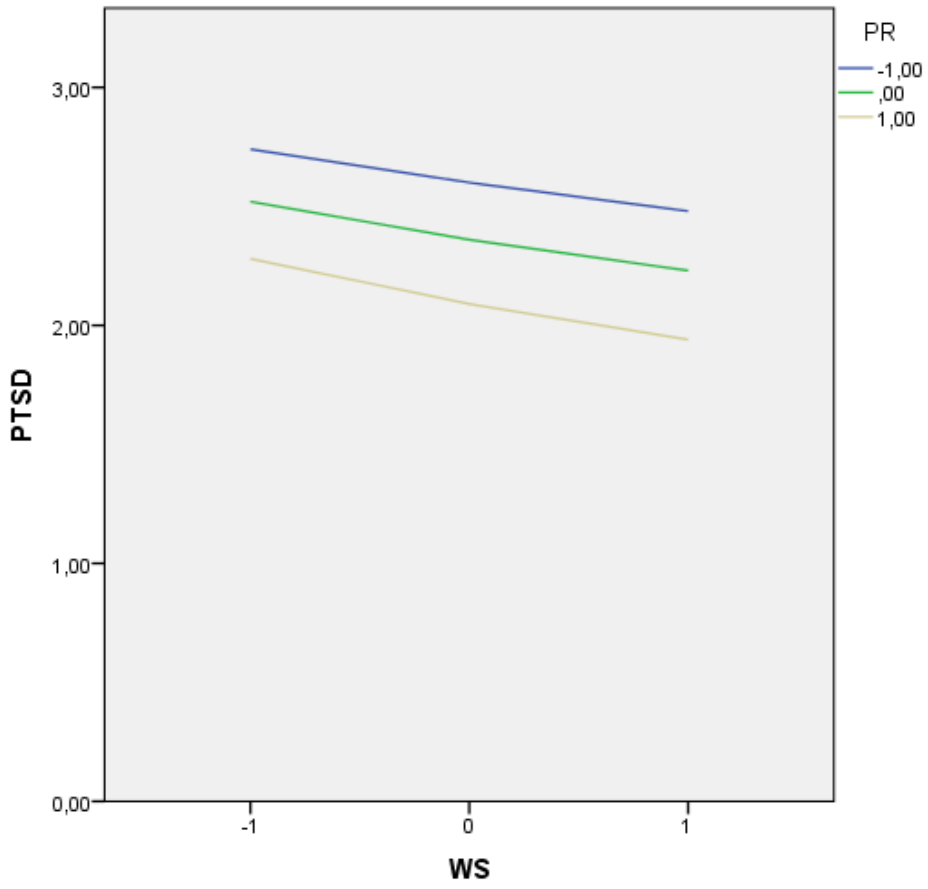
5.3. Moderation Analysis Findings

To find the moderator effect of Psychological Resilience on the relationships between Workplace Spirituality and PTSD, and between POS and PTSD, the Process -developed by Hayes (2017)- was used. According to this model, for the significant interaction effect, firstly, the p-value must be below .05 and followingly, the confidence interval must not include zero, which means zero must be out of the Upper Level of Confidence Interval (ULCI) and Lower Level of Confidence Interval (LLCI). These new sub-categories of variables -as a result of factor analyses- do not add in the moderation analyses because the factor analyses applied to these variables to understand their structure and deepen the relationships among them; therefore, they are not the main part of the hypotheses, which are:

H_3: Psychological resilience has a significant moderating role on the relationship between perceived workplace spirituality and post-traumatic stress disorder. (The higher the psychological resilience the stronger the negative impact of workplace spirituality on post-traumatic stress disorder).

The model is significant (p= ,0000) as total, and it explains the 13% of the differences (R-sq= ,1306), however, there is no significant effect of workplace spirituality (p= ,8485), psychological resilience (p= ,4503) or two of them interactionally on PTSD (p= 7197). The moderator effect is not significant (p= 7197), therefore, Hypothesis 3 does not supported, this result can also be observed at Table 17:

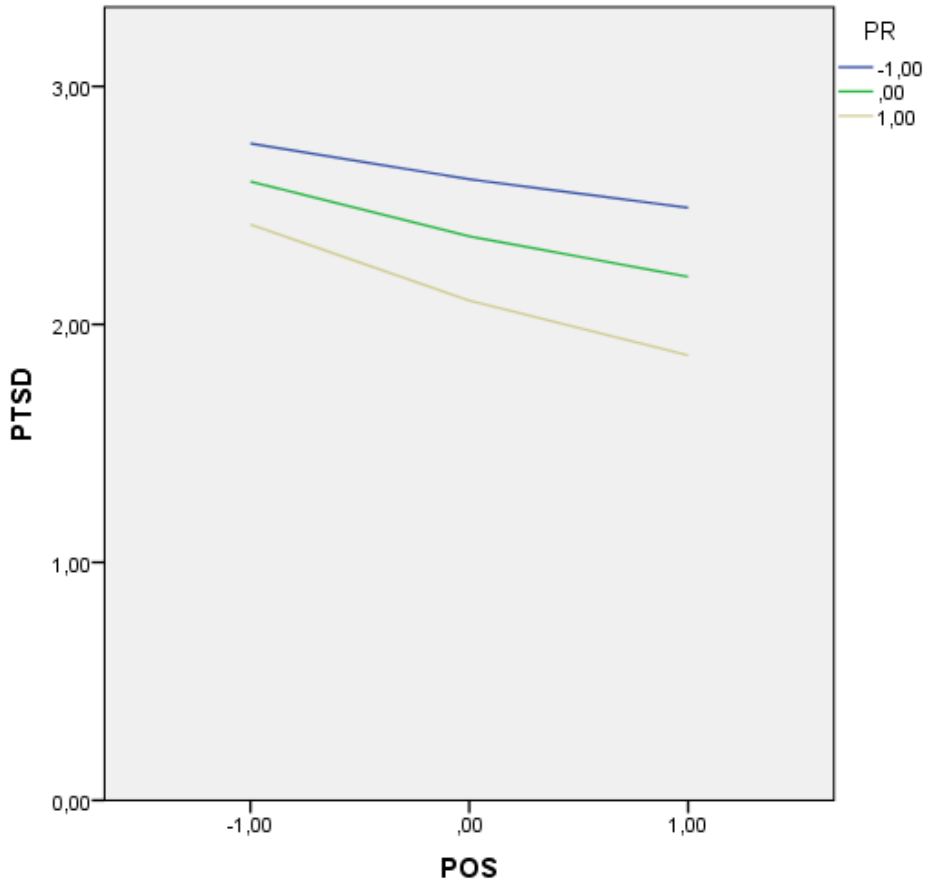
Table 17: The Effect of Psychological Resilience Among the Relationship between Workplace Spirituality and PTSD



H_4: Psychological resilience has a significant moderating role on the relationship between perceived social support and perceived PTSD. (The higher the Psychological resilience the stronger the negative impact of social support on post-traumatic stress disorder).

As Hypothesis 3, the model of Hypothesis 4 is also significant (p= ,0000) as total, and it explains the 13% of the differences (R-sq= ,1389), yet, it is same with the previous model; either perceived organizational support (p= ,5674), psychological resilience (p= ,7661) or these two variables interactional effect on PTSD (p= ,2145) are not significant. For the moderator effect, psychological resilience does not have significant moderator effect (p= ,2145), which means Hypothesis 4 does not supported. This result can be observed at Table 18:

Table 18: The Effect of Psychological Resilience Among the Relationship between Perceived Social/Organizational Support and PTSD



5.4. Results of the Comparative Analyses

To apply a t-test, it is necessary to check the normality of the variables, which can be measured through the skewness or the kurtosis values of the variables. There are many approaches to explain the interval of the normality levels of variables; one of the most common ones of them is the explanation of George and Mallery (as cited in Baran & İyigün, 2021), which suggests that having a kurtosis value between ±2.0 is also acceptable in cases, although being ±1.0 is excellent for psychometric purposes. However, there are many debates about eliminating or keeping outliers, although there are some to advocate eliminating the outliers according to some rules like George and Mallery, the researchers on another side of this debate suggest to keep outliers not to manipulate the research (Ghosh & Vogt, 2012; Leys, Delacre, Mora, Lakens & Ley,

2019), and as there are only a few variables are outliers in this research, it is decided not to put them out.

Independent sample t-tests were conducted to compare the means of different employee groups according to their demographics, such as gender, age, marital status, and working experience. The age of individuals was categorized into two groups for the independent sample t-test: employees who were 35 years old and younger or 36 years old and older. The tenure of the participants was also separated into two categories: employees who were working less than ten years and employees who were working ten years or more.

As it presented in Table 19, males (M=2.53, SD= .86) had a higher level of PTSD compare to females (M= 2.21, SD= .90).

Table 19. Independent Sample t- test Results for Gender

		N	Mean	Std. Deviation	t- value	p value
PTSD	Female	139	2,2109	,90495	-2,780	,006
	Male	101	2,5333	,86195		

As it presented in Table 20, individuals who were younger than 35 years old (M=2.46, SD= .89) had a higher level of PTSD compare to older individuals (M= 2.08, SD= .81).

Table 20. Independent Sample t-test Results for Age

		N	Mean	Std. Deviation	t- value	p value
PTSD	Younger than 35	198	2,4650	,89608	2,732	,008
	Older than 36	42	2,0802	,81434		

As it presented in Table 21, participants who had work experience less than 10 years (M= 2.44, SD= .88) had a higher level of PTSD compare to the participants who had work experience 10 years or more (M= 1.99, SD= .88).

Table 21. Independent Sample t- test Results for Work Experience

		N	Mean	Std. Deviation	t- value	p value
PTSD	Having experince less than 10 years	214	2,4467	,88275	2,456	,020
	Having experience 10 years or more	26	1,9936	,88915		

6. Conclusion and Discussions

6.1 Summary of Main Findings

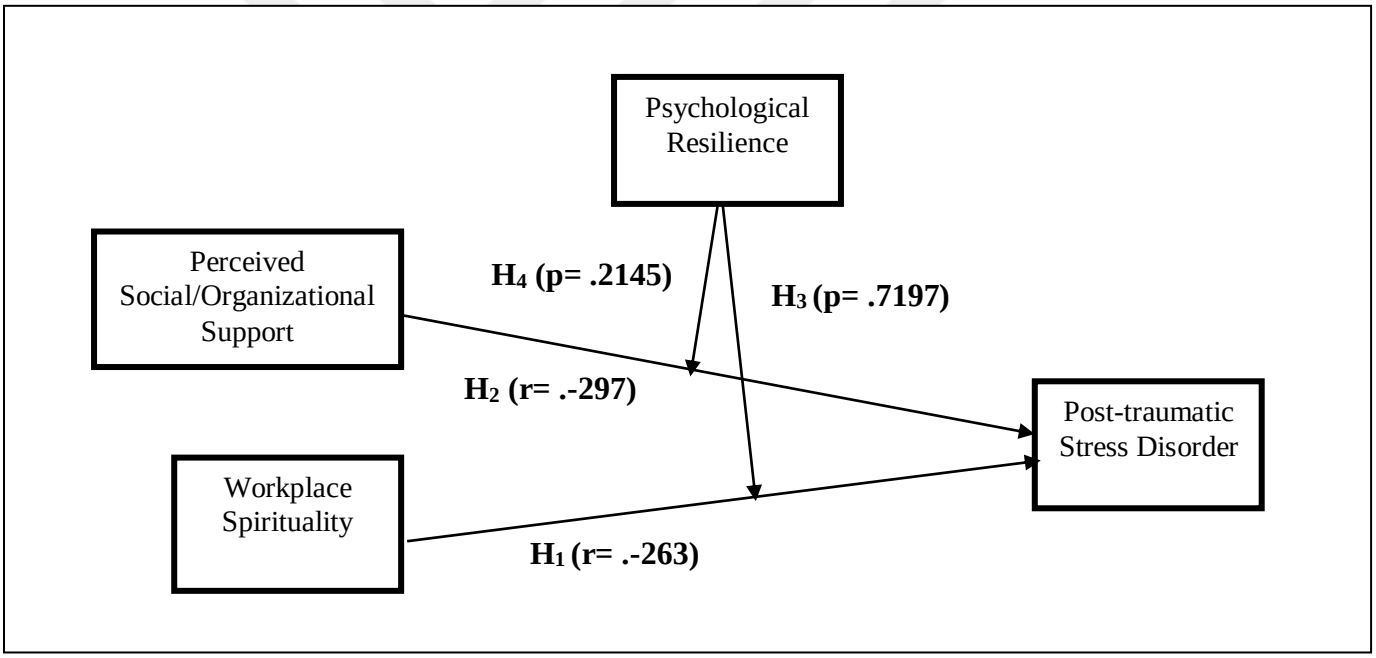
According to the statistical analysis of this research, first two hypotheses are supported. However, the other two hypotheses, Hypotheses 3 and Hypotheses 4 are not supported. The result of hypothesis testing were summarized and showed in Table 22 and Figure 4.

Table 22. Summary of Hypotheses Findings

	Hypotheses of the Study	Findings
H1	There is a negative relationship between perceived workplace spirituality and post-traumatic stress disorder evaluation of employees.	Supported
H2	There is a negative relationship between perceived social/organizational support and perceived post-traumatic stress disorder evaluation of employees.	Supported
H3	Psychological resilience has a significant moderating role on the relationship between perceived social/organizational support and PTSD evaluation of employees. (The higher the psychological resilience the stronger the negative impact of social support on post-traumatic stress disorder evaluation of employees).	Not Supported
H4	Psychological resilience has a significant moderating role on the relationship between perceived workplace spirituality and post-traumatic stress disorder evaluation of employees (The higher the psychological resilience the stronger the negative impact of workplace spirituality on post-traumatic stress disorder evaluation of employees).	Not Supported

As shown in Table 22, Hypothesis 1 and Hypothesis 2 are supported, but Hypothesis 3 and Hypothesis 4 are not supported. In summary, the positive impacts of perceived workplace spirituality and perceived social support on post-traumatic stress disorder were found, but no moderator effect of psychological resilience has been found among these relationships.

Figure 4. Results of Hypothesis Testings



(H1, H2 supported)

6.2. Discussion

The previous sections argued related literature on post-traumatic stress disorder, and we formed our hypotheses. Later, the searching methods were described, and the collected data results were shown. In this section, our findings will be explained, and limitations and future recommendations of this study will be discussed according to the findings and the literature.

The rapid-changing lifestyle in the 21st century has affected individuals in several ways: our lifestyles, relationships, the understanding and the conceptualization of life and the events, etc. One of the significant changes that happened (and maintain this change) is related to organizations and business styles. In the past, organizations were just perceived as constitutions that aimed the maximum profit regardless of the well-being of the employees or the environment, like the Taylorian approach. However, after all the changes through the years, this approach changes slightly in being more humanistic rather than just profit-based.

Concerning this new approach, many positive outcomes also occur, not for the organizational outcomes, but also the ones that are related to individuals' well-being, such as decreasing workplace loneliness (Dönmez & Topaloğlu, 2020), stress, job stress, and burnout (Erdem, 2014; Mahipalan & Sheena, 2019; Kurtessis et al., 2017), emotional exhaustion and depersonalization (Jawahar, Stone, & Kisamore, 2007; Kurtessis et al., 2017), and deviance behaviors (Garg & Saxena, 2020). That is why, in this research, we aim to look at the relationships between workplace spirituality, perceived organizational support (which are new concepts due to humanistic approaches at the workplace), and post-traumatic stress disorder with the moderator effect of psychological resilience. To the best of our knowledge, this is the first study that links POS, WS, and PTSD with the moderating effect of PR on this relationship between POS, WS, and PTSD.

When we look for the demographical factors, in contrast to the literature - which mostly found that women have PTSD more (Lilly, Pole, Best, Metzler & Marmar, 2006, Tolin & Foa, 2006)- in our research, the male participants have a higher level of PTSD compare to female participants. Similar to the literature (Bokszczanin, 2007), the PTSD level is higher for younger participants. Not commonly searched in the

literature, but to search for an organizational effect on PTSD, tenure is used, and it is found that participants who have less than ten years of job experience have a higher level of PTSD.

In our study with 240 participants, it is founded that the relationships between POS and WS on PTSD, both Hypothesis 1 and Hypothesis 2 are supported, and the independent variables have been found as small, but negatively related to PTSD (WS= $r= -.263$, $p< .01$, POS= $r= -.297$, $p< .01$). When we look at why these relationships have been found at low levels, one of the main reasons can be the newness of these concepts; they may not be known well by the participants. Secondly, still, the importance of the materialistic side might be underestimated; for example, although money is described as a hygiene factor (the occurrence of them do not motivate the employees) rather than motivators by Herzberg and colleagues in 1959 (as cited in Alshmemri, Shahwan & Maude, 2017), money is still an important factor to motivate (Meudell & Rodham, 1998), even for the developed countries like the United States of America, Germany, Britain, and Belgium, they put forward to pay in their work goals compare to the ones that close to 'spiritual' side of the job, like the opportunity to learn, interpersonal relations, the match between person and job, autonomy (Harpaz, 1990). These factors can affect the understanding of the workplace; in our case, it may increase the 'perception' of organizational support, and the relationship between POS and PTSD may be strengthened.

There has been no moderator effect found of the psychological resilience on the relationship between WS and PTSD & POS and PTSD. Resilience is effective to overcome or decrease the occurrence of PTSD (Agaibi & Wilson, 2005), however, the structural occurrence of psychological resilience is controversial, as there are not many studies that have been searched on the moderator effect of psychological resilience among these relationships. Nevertheless, this research can be accepted as a pioneer study after decreasing the limitations.

6.3. Practical and Conceptual Implications

A few critical practical, and conceptual implications can be derived from this thesis. The first practical implication is the importance of perceived social support/perceived organizational support (POS) for employees and the organization. Organizations should realize the positive effects of social and organizational support on their employees, which has a positive impact on lower levels of PTSD evaluation of employees and positively affect employees' attitudes, behaviors, etc. Directly and indirectly, this relationship can lead to positive outcomes for the organizations: it decreases presenteeism (Atilla, 2017), counterproductive work behaviors (Kurtessis et al., 2017), turnover rates/intentions (Allen, Shore, & Griffeth, 2003), it increases organizational identification (Kerse & Karabey, 2017), organizational citizenship behavior (Doğru, 2016), employee performance (Rhoades & Eisenberger, 2002), organizational commitment (Taştan, İşçi, & Arslan, 2014), and many others as they also described in previous parts. Based on the previous research and our findings, organizations and their employees should be aware and be informed about the effects of social/organizational support, and apply it to their work-life, not for the positive effects for the organization, but also the well-being (or for a low level of PTSD level) of their workers. Not strong as the perceived organizational support, yet workplace spirituality is found as another effective factor in decreasing the PTSD level of employees in this research, which means it should be counted and used according to this approach.

For conceptual implications, consistent with the literature and previous studies (Barnes, Nickerson, Adler, & Litz, 2013; Kelley, Britt, Adler, & Bliese, 2013; Wade, 2016), it has been found that PTSD levels in employees are decreased due to the effects of workplace spirituality and organizational support. As there are not many studies that refer to the moderating effect of psychological resilience on the relationships between workplace spirituality, perceived organizational support, and PTSD, we do not find any effect of psychological resilience among these relationships.

6.4. Limitations and Future Recommendations

Although it is aimed to minimize the errors/mistakes that occur as a result of research, they can not wholly be reset as a result of limited time, resources, and the nature of scientific research, therefore this research has its' own limitations. These limitations can be categorized under two categories: limitations that are related to research -structural and contextual restrictions- and the ones that are related to the participants.

For survey structure-related limitations, the limited number of participants can be shown as the first one. Although there are arguments and disagreements about the necessity of representativeness of research – and the sample- (Richiardi, Pizzi & Pearce, 2103; Rothman, Gallacher & Hatch, 2013), it is also common knowledge in social sciences that having a high number of participants leads more representativeness of the research, as Ramsey and Hewitt (2005) stated as "the sample should be a miniature of the target population". However, even though 240 participants are not too few, it is suggested to have more participants for more general and acceptable results in future research.

Secondly, our participants completed the surveys by themselves. In literature, it is commonly stated that the individuals tend to choose moderate or positive options in self-reported surveys to protect their favorable image in the eyes of others (Fisher, 1993), which is known as social desirability bias (Grimm, 2010). Therefore, it is suggested that combining surveys with interviews or case studies would be helpful and give a more profound perspective for the conceptualization of the relationship between these variables.

For the contextual ones, it is needed to deepen workplace spirituality. Despite the positive contributions of workplace spirituality, there are critics and negative effects of it as well, and these critics about workplace spirituality are gathered around practical/ethical, and measurement problems. In the research of Zhang (2020), the sense of community and alignment of values sub-categories of workplace spirituality is positively associated with unethical pro-organizational behavior. The possible imposition of the predominant religion in the case of spirituality practiced at work (Bruce, 2009), using spirituality as a control tool (e Cunha, Rego, & D'oliviera, 2006) -

which is possible because the culture can be used as a social control mechanism (Pfeffer, 1997)-, "Quiet Desperation Dilemma" -as it defined "Member preferences for the four dimensions of workplace spirituality put members in a vulnerable position that may tempt managers to co-opt intrinsic spiritual motivations as a means of normative control, individual versus organizational development"- (Sheep, 2006) and the question of whether connecting/using spirituality to gaining profits is ethical or not (Benefiel, 2003a; Krahnke, Giacalone, & Jurkiewicz, 2003) are some practical/ethical dilemma examples about workplace spirituality. The insufficiency of positive science tools to measure a metaphysics topic like spirituality (Benefiel, 2003b), and the dilemma between the objectivity (which is defined as the only way to investigate) to measure spirituality and the managers' desire to get measurable and definable data (Liu & Robertson, 2011; Krahnke et al, 2003) are examples about the measurement problems of workplace spirituality.

For the participant-related limitations, the first one is the individual differences. The differences between human natures may create the understanding of concepts; for example, 'perception' of perceived organizational support can not be the same for everyone, although they might have the same or the closer amount of organizational support. In addition, it can be said the participants may tend to surpress or reject negativity, (because of social, environmental or different reasons); this situation may be the reason of lower level of PTSD evalutions of participants. In parallel to this topic, it can also be said that PTSD is a sensitive topic, and it might not be answered fully unbiased and truly (because of traumatic past) by the participants.

Lastly, the participants are tried to be chosen from different professions, yet there is a lack of presence from other sectors, such as firefighters (Pinto, Henriques, Jongenelen, Carvalho & Maia, 2015), soldiers (Hoge et al., 2014), healthcare professionals (Sendler, Rutkowska & Makara-Studzinska, 2016), police officers (Maguen et al., 2009) that are more likely to face traumatic experiences during their work-life -which is known as work-related trauma. Therefore, it is suggested to search deeper into this area to understand job-oriented PTSD problems besides personal causes of PTSD. In this research, it is not aimed to give a clinical perspective on PTSD and its use; however, in future research, for holistic and better understanding, it can be helpful

to search this topic with a multidisciplinary approach, like clinical psychology or psychiatry. It is also recommended to deepen and study the PTSD in Covid cases; although there are articles in magazines about ‘pandemic PTSD’, it is not still common in literature, especially in psychology, industrial psychology, and organizational behavior area.

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APPENDIX

Appendix 1. Informed Consent

(Bilgilndirilmiş Onam Formu)

Sayın Katılımcı,

Bu anket, Marmara Üniversitesi İngilizce İşletme Anabilim Dalı Örgütsel Davranış Bilim Dalı'nda gerçekleştirilmekte olan bir yüksek lisans tez çalışmasına veri tabanı sağlamak üzere hazırlanmış olup, çalışanların görüşlerini almayı amaçlamaktadır.

- Anket sonuçları araştırmacıda saklı kalacaktır.
- Lütfen hiçbir ifadeyi **atlamadan ve boş bırakmadan** değerlendirmenizi yapınız.

Bilimsel araştırma sürecine ve çalışmamıza yaptığınız katkıdan dolayı çok teşekkür ederiz.

Alican AKÜLGER

Marmara Üniversitesi / İşletme Anabilim Dalı

Örgütsel Davranış Bilim Dalı Yüksek Lisans

Appendix 2. Post-traumatic Stress Disorder, Resilience, Perceived Social Support, and Workplace Spirituality Questionnaires

(Travma Sonrası Stres Bozukluğu, Dayanıklılık, Algılanan Örgütsel Destek, ve İşyeri Maniyatı Anketleri)

Demografik Bilgiler

1. Cinsiyetiniz: 1 ( ) Kadın 2 ( ) Erkek
2. Medeni Durumunuz nedir? 1 ( ) Bekar 2 ( ) Evli
3. Yaşınız? .....
4. Mesleğiniz: .....
5. Eğitim Durumunuz nedir?

1 ( ) İlk-orta derece 2 ( ) Lise 3 ( ) Üniversite

4 ( ) Yüksek Lisans 5 ( ) Doktora

6. Şu anki kurumunuzda kaç aydır çalışmaktasınız? .....
7. Önceki Travmatik Yaşantılar:
   a) Travmatik yaşantı yok ( )
   b) Trafik kazası ( )
   c) Doğal afetler (sel, deprem, yangın, v.b.) ( )
   d) Ağır hastalık yaşama veya şahit olma ( )
   e) Koronavirüs pandemisinin etkileri
   f) Ölüm, kayıp, yas ( )
   g) Taciz ( )
   h) Çatışmaya şahit olma ( )
   i) Diğer ( )

Travma Sonrası Stres Bozukluğu Ölçeği

Aşağıdakiler sizi ne kadar rahatsız ediyor?	**Hiçbir zaman**	**Nadiren**	**Bazen**	**Genellikle**	**Çoğu zaman**	**Her zaman**
1)Olayla ilgili bazı rahatsızlık verici görüntüler, düşünceler ve anılar tekrar tekrar aklıma geliyor.	1	2	3	4	5	6
2)Tekrar tekrar olayla ilgili rahatsız edici rüyalar görüyorum.	1	2	3	4	5	6
3)Olayla ilgili konuları konuşmaktan kaçınıyorum.	1	2	3	4	5	6
4)Arada sırada olay sanki yeniden oluyor sanıyorum ve bununla ilişkili bazı davranışlarda bulunuyorum.	1	2	3	4	5	6
5)Herhangi bir şey ya da konu yaşadığım o olayı hatırlattığında rahatsız oluyorum.	1	2	3	4	5	6
6)Herhangi bir şey bana o olayı hatırlattığında bedenimde değişmeler oluyor (kalp çarpıntısı, nefes almada güçlük, terleme, vb.).	1	2	3	4	5	6
7)Olayı düşünmekten kaçınıyorum.	1	2	3	4	5	6
8)Yaşadığım olayı hatırlatır düşüncesiyle bazı etkinliklerden ya da durumlardan kaçınıyorum.	1	2	3	4	5	6
9)Olayla ilgili bazı önemli ayrıntıları hatırlayamıyorum.	1	2	3	4	5	6
10) Eskiden yapmaktan hoşlandığım şeylere artık ilgi duymuyorum.	1	2	3	4	5	6
11) Kendimi diğer insanlardan uzak ve kopuk hissediyorum.	1	2	3	4	5	6
12) Bana yakın insanlara karşı sevgi hissetmiyorum, sanki duygusal olarak "robot"laşmış gibiyim.	1	2	3	4	5	6
13) Sanki artık bir geleceğim yokmuş gibi hissediyorum.	1	2	3	4	5	6
14) Uykuya dalmada ve uykuyu sürdürmede güçlük çekiyorum.	1	2	3	4	5	6
15) Kendimi eskiye kıyasla gergin hissediyorum.	1	2	3	4	5	6
16) Eskisine kıyasla öfkeli hissediyorum ve öfke patlamaları yaşıyorum.	1	2	3	4	5	6
17) Dikkatimi yaptığım işe vermekte güçlük çekiyorum.	1	2	3	4	5	6
18) Hep bir tehlike beklentisi içindeyim ve sürekli tetikteyim.	1	2	3	4	5	6
19) En ufak bir ses ya da harekette kolayca yerimden sıçrıyorum.	1	2	3	4	5	6
20) Bir otobüs ya da arabayla giderken birdenbire yol boyu olan hiçbir şeyi hatırlamadığımı fark ettiğim zamanlar oluyor.	1	2	3	4	5	6
21) Biriyle konuşurken birdenbire karşımdakinin söylediklerinin hiçbirini duymadığımı fark ettiğim zamanlar oluyor.	1	2	3	4	5	6
22) Kendimi birdenbire nasıl geldiğimi bilmediğim bir yerde bulduğum oluyor.	1	2	3	4	5	6
23) Bazen kendimi dışarıdan seyrediyormuş gibi hissettiğim ya da kendime bir başkasıymışçasına dışarıdan bakıyor gibi olduğum zamanlar oluyor.	1	2	3	4	5	6
24) Yaşamımdaki çok önemli bazı olayları hiç hatırlamadığım zamanlar oluyor.	1	2	3	4	5	6
25)Çevremdeki insanların, nesnelerin ve diğer şeylerin gerçek olmadığı duygusuna kapıldığım oluyor.	1	2	3	4	5	6
26) Arada sırada bedenim sanki bana ait değilmiş gibi hissediyorum.	1	2	3	4	5	6
27) Geçmişteki bazı olayları sanki şimdi oluyormuşçasına canlı bir şekilde hatırladığım zamanlar oluyor.	1	2	3	4	5	6
28) Hatırladığım bazı şeylerin gerçek mi yoksa hayal mi olduğundan emin olamadığım anlar oluyor.	1	2	3	4	5	6
29) Hayal kurduğumda kendimi kaptırıp, sanki gerçekmiş gibi yaşıyorum.	1	2	3	4	5	6
30) Kendimi gözlerimi boşluğa dikmiş, hiçbir şey düşünmez ve zamanın nasıl geçtiğini fark etmez bir halde bulduğum anlar oluyor.	1	2	3	4	5	6

31) Kafamda bana neler yapmam gerektiğini söyleyen ya da yaptıklarıma ilişkin eleştirilerde bulunan sesler duyduğum anlar oluyor.	1	2	3	4	5	6
32)Dünyaya bir sis perdesi arkasından bakıyormuş gibi hissettiğim, insanlar ve nesneleri uzaktaymışçasına, çok belirsiz şekilde gördüğüm anlar oluyor.	1	2	3	4	5	6
33) Olayla ilgili bazı anıları belleğimden silmek için çaba gösteriyorum.	1	2	3	4	5	6
34) Dalga dalga gelen yoğun ve olumsuz duygular hissettiğim anlar oluyor.	1	2	3	4	5	6
35) Bazı kişi, yer, nesne ya da olaylar bana yaşadığım o zor olayı hatırlatıyor.	1	2	3	4	5	6
36) Zaman zaman, hiç istemediğim halde kendimi olayı düşünmekten alıkoyamıyorum.	1	2	3	4	5	6

Psikolojik Dayanıklılık Ölçeği

	Kesinlikle Katılmıyorum	**Katılmıyorum**	**Pek Fazla Katılmıyorum**	**Biraz Katılıyorum**	**Katılıyorum**	**Kesinlikle Katılıyorum**
1)İşte başarısız olduğumda, bundan kurtulmakta ve yoluma devam etmekte zorlanıyorum.	1	2	3	4	5	6
2)İş ortamında meydana gelen güçlüklerin bir şekilde üstesinden gelirim.	1	2	3	4	5	6
3)Zorunluluk halinde, işte kendi başımın çaresine bakarım.	1	2	3	4	5	6
4)Stresli işleri kendime dert etmem, soğukkanlılıkla halletmeye bakarım.	1	2	3	4	5	6
5)Deneyimlerim sayesinde iş yerindeki zorlukların üstesinden gelebiliyorum.	1	2	3	4	5	6
6)Bu işte aynı anda birden fazla şeyin üstesinden gelebilirim.	1	2	3	4	5	6

Algılanan Sosyal Destek Ölçeği

	Kesinlikle Katılmıyorum	Katılmıyorum	Pek Fazla Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1)Çalıştığım kurumda işimi etkileyen kararları kendim alabilirim.	1	2	3	4	5	6
2)Çalıştığım kurumda mesleğim ve eğitimlerim boyunca kazandığım bilgi ve becerileri uygulama olanağını bulabilirim.	1	2	3	4	5	6
3)Çalıştığım kurumda mesleki gelişimim için çaba gösterilir.	1	2	3	4	5	6
4)Çalıştığım kurumda başarılarım takdir edilir.	1	2	3	4	5	6
5)Çalıştığım kurumda üstlerimden kendimi geliştirebilecek geri bildirimleri alırım.	1	2	3	4	5	6
6)Çalıştığım kurumda fikirlerim ve önerilerim dikkate alınır.	1	2	3	4	5	6
7)Üstlerimin ve kurum yönetiminin varlığımı önemsediği duygusuna sahibim.	1	2	3	4	5	6
8)Kurumumda, çalışırken ihtiyaç duyduğum araç-gereç temin edilir.	1	2	3	4	5	6
9)Kurumumda, çalışma ortamına ilişkin fiziki ihtiyaçlar (bilgisayar, masa, kırtasiye malzemesi vb.) günün koşullarına göre iyileştirilir.	1	2	3	4	5	6
10) Kurumumda, herhangi bir problemim nedeniyle (hastalık, aile vb.) işe gelemediğimde, yönetim bu durumu anlayışla karşılar.	1	2	3	4	5	6
11) Kurumumdaki yönetim, personel hatalarına karşı toleranslıdır.	1	2	3	4	5	6
12) Kurumumdaki yönetim, mesleki ve kişisel konularda bana rehberlik eder.	1	2	3	4	5	6
13) Kurumumdaki yönetim, kendimi evimdeki gibi huzurlu ve mutlu hissetmem için elinden geleni yapar.	1	2	3	4	5	6
14) Kurumumdaki yönetim, çalışanlar arasındaki ilişkilerin geliştirilmesi yönünde çaba gösterir.	1	2	3	4	5	6
15) Kurumumdaki yönetim, çevremdeki başka kişilerin haksız talepleri karşısında beni savunur.	1	2	3	4	5	6
16) Kurumumdaki yönetim, iş birliği gerektiren durumlarda bana yardımcı olur.	1	2	3	4	5	6
17) Kurumumdaki yönetim, her türlü eleştiriye açıktır.	1	2	3	4	5	6
18) Kurumumun geliştirilmesine yönelik önerilerim, üst yönetim tarafından desteklenir.	1	2	3	4	5	6
19) Kurumumdaki yönetim, çalışanların sorumluluklarına denk olan yetkiler verir.	1	2	3	4	5	6
20) Kurumumdaki yönetim, başarılı çalışan davranışlarının farkındadır.	1	2	3	4	5	6
21) Kurumumdaki yönetim, çalışma ve iş süreçlerine ilişkin bilgileri çalışanlarla paylaşır.	1	2	3	4	5	6
22) Kurumdaki yönetim, çalışanlarına güvenir.	1	2	3	4	5	6
23) Kurumumdaki yönetim, beni etkileyen kararlar alırken benim de görüşlerimi alır.	1	2	3	4	5	6
24) Kurumumda, görev dağılımı kişisel ve mesleki yeterliklere uygun olarak yapılır.	1	2	3	4	5	6
25) Bu kurumdaki kaynaklardan herkes eşit düzeyde faydalanır.	1	2	3	4	5	6
26) Kurumumdaki yönetim, bütün çalışanlara eşit mesafededir.	1	2	3	4	5	6
27) Kurumumdaki yönetim, iş/görev dağılımı yaparken adil davranır.	1	2	3	4	5	6
28) Bu kurumda, hak edenler ödüllendirilir.	1	2	3	4	5	6
29) Bu kurumda, yapılan toplantılarda düşüncelerimizin özgürce söyleyebilmemiz desteklenir.	1	2	3	4	5	6

	Kesinlikle Katılmıyorum	Katılmıyorum	Pek Fazla Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
30)İş arkadaşlarım ihtiyacım olduğunda bana manevi destek sağlar.	1	2	3	4	5	6
31)İş arkadaşlarım düşüncelerimi duymaktan hoşlanır.	1	2	3	4	5	6
32)İş arkadaşlarımın sevgi ve yakınlığı bana güven verir.	1	2	3	4	5	6
33)İş arkadaşlarım kişisel isteklerimi karşılar.	1	2	3	4	5	6
34)İş arkadaşlarım sorunlarım olduğunda onları daha tarafsızca veya açık şekilde görmeme yardım eder.	1	2	3	4	5	6
35) Nasıl davranacağım ya da ne yapacağım konusunda iş arkadaşlarım bana yararlı fikirler verir.	1	2	3	4	5	6
36)İş arkadaşlarımla her konuda bilgi alışverişinde bulunurum.	1	2	3	4	5	6
37)İş yerimde, önemli kararlar vermem gerektiğinde iş arkadaşlarıma danışırım.	1	2	3	4	5	6
38)İş arkadaşlarım, ben iş yerinde olmasam da, arkamda bıraktığım işleri yapar.	1	2	3	4	5	6
39)İş arkadaşlarım sağlığımla yakından ilgilenir.	1	2	3	4	5	6
40)İş arkadaşlarım benimle gurur duyar.	1	2	3	4	5	6
41)İş yerinde,arkadaşlarımla bütün zorlukları aşabiliriz.	1	2	3	4	5	6
42) Zorluklarla karşılaştığımda iş arkadaşlarım beni destekler.	1	2	3	4	5	6
43)İş arkadaşlarım ve ben birbirimize çok bağlıyız.	1	2	3	4	5	6
44)İş arkadaşlarım benim için ailem kadar değerlidir.	1	2	3	4	5	6

İşyeri Maneviyatı Ölçeği

	Kesinlikle Katılmıyorum	Katılmıyorum	Pek Fazla Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1)Yaptığım iş ile değerlerimin ve davranışlarımın uyumlu olduğunu hissediyorum.	1	2	3	4	5	6
2)İşimde anlam ve amaç bulabiliyorum.	1	2	3	4	5	6
3)İşimle ilgili heyecan duyuyorum.	1	2	3	4	5	6
4)İşim aracılığı ile hayatta varoluş nedenimi sağlıyorum.	1	2	3	4	5	6
5)İşim hayatımda sahip olduğum misyonumu gerçekleştirmeme yardımcı oluyor.	1	2	3	4	5	6
6)Böyle bir işi yaptığım /sahip olduğum için şükrediyorum.	1	2	3	4	5	6
7)Şu anda işimde olmak istediğim yerdeyim.	1	2	3	4	5	6
8)Şu anda kendimi işimde yükseldiğimi hissettiğimi deneyimliyorum.	1	2	3	4	5	6
9)Çalışırken zaman ve mekan algısını kaybettiğim anlar oluyor.	1	2	3	4	5	6
10)Şu anda, çalışırken tamamen keyifli ve kendimden geçtiğimi hissediyorum.	1	2	3	4	5	6
11)İşimde her şeyin esenlik içinde olduğu zamanlar yaşıyorum.	1	2	3	4	5	6
12)Çalışırken kimi zaman tarifsiz bir enerji ve canlılık yaşıyorum.	1	2	3	4	5	6
13) Manevi inançlarım işle ilgili günlük kararlarımda önemli bir rol oynuyor.	1	2	3	4	5	6
14)Yüce bir güç işimi yaparken bana ilham veriyor veya rehberlik yapıyor.	1	2	3	4	5	6
15)İşimi olumlu olarak etkileyen büyük bir güç ile bağ kurduğumu deneyimliyorum.	1	2	3	4	5	6
16)Çalışırken kendimi bir topluluğun parçası gibi hissediyorum.	1	2	3	4	5	6
17)Çalışma arkadaşlarıma karşı gerçek güven duygusu ve kişisel bağlılık hissediyorum.	1	2	3	4	5	6
18)Çalışma arkadaşlarımla işimiz anlamı ve amacı ile güçlü bir paylaşım içindeyim.	1	2	3	4	5	6