

Original Article

Ethical Climate and Organizational Justice as Determinants of Perceived Organizational Support in the Philippine National Police

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Abstract. This study examined the relationships and predictive contributions of ethical climate and organizational justice to perceived organizational support among uniformed personnel of the Philippine National Police (PNP) in Region XII, Philippines. The study employed a quantitative, non-experimental, cross-sectional, predictive-correlational research design. The study involved 300 actively serving PNP personnel selected through stratified random sampling from participating police offices within Region XII. Data were collected using a structured questionnaire containing adapted measures of ethical climate, organizational justice, and perceived organizational support. Mean, Pearson Product-Moment Correlation, and Multiple Linear Regression Analysis were used to analyze the data. The findings revealed that ethical climate was rated at a very high level ($M = 4.27$), organizational justice was also rated at a very high level ($M = 4.22$), while perceived organizational support was rated at a high level ($M = 4.03$). Ethical climate showed a weak, non-significant relationship with perceived organizational support ($r = .072$, $p = .213$), whereas organizational justice showed a weak but significant positive relationship with perceived organizational support ($r = .220$, $p < .001$). Ethical climate was not significantly related to organizational justice ($r = .111$, $p = .055$). Multiple regression analysis showed that organizational justice significantly predicted perceived organizational support ($\beta = .214$, $p < .001$), while ethical climate did not significantly predict perceived organizational support ($\beta = .049$, $p = .395$). The regression model explained 5.1% of the variance in perceived organizational support ($R^2 = .051$). The findings indicate that organizational justice has a stronger statistical contribution to perceived organizational support than ethical climate among the PNP personnel included in the study. The results highlight the importance of fairness in organizational procedures, outcomes, interpersonal treatment, and communication in strengthening personnel's perceptions of organizational support.

Keywords: *Criminal justice; Ethical climate; Organizational justice; Perceived organizational support; Police personnel.*

The effectiveness of law enforcement agencies depends not only on the competence and professionalism of their personnel but also on the organizational environment in which they perform their duties. Police officers regularly encounter complex operational demands, ethical dilemmas, public scrutiny, and high-risk situations that require sound judgment and commitment to public service. In this context, ethical standards, fairness in organizational processes, and institutional support are important organizational conditions that may

shape how employees perceive and evaluate their workplace. These conditions are particularly relevant in police organizations, where organizational practices and leadership decisions can shape employees' perceptions of support and organizational functioning.

Perceived organizational support (POS) refers to employees' general belief that their organization values their contributions and cares about their well-being. Organizational Support Theory proposes that employees who perceive greater organizational support are more likely to reciprocate through stronger commitment, improved performance, organizational citizenship behaviors, and lower intentions to leave the organization. Empirical studies have also linked organizational support to employee engagement, well-being, and resilience. Among police officers, Zeng et al. (2020) found that perceived organizational support was associated with lower job burnout through psychological resilience, while Şen and Yıldırım (2023) reported that supervisor support strengthened employees' perceptions of organizational support and was associated with improved well-being and work engagement. These findings establish POS as an important organizational outcome, but they also indicate the need to examine the organizational conditions through which employees develop perceptions of support.

One such condition is ethical climate, which refers to employees' shared perceptions of organizational practices, policies, and procedures concerning ethical conduct and decision-making. Ethical climate can provide behavioral standards that guide employees in determining appropriate organizational conduct. Existing research indicates that ethical organizational environments are associated with organizational commitment, job satisfaction, ethical behavior, and employee engagement. Westmarland and Conway (2020) emphasized the role of ethical organizational cultures in strengthening integrity and accountability within police organizations, while Mayer et al. (2012) showed that ethical leadership can strengthen ethical climates through transparent decision-making and promoting organizational values. However, much of this literature has concentrated on ethical behavior, leadership, and organizational commitment rather than directly examining whether ethical climate statistically predicts employees' perceptions of organizational support, particularly within police organizations.

Organizational justice represents another organizational condition that may be relevant to POS. It concerns employees' perceptions of fairness in organizational outcomes, decision-making procedures, interpersonal treatment, and communication. Research consistently associates organizational justice with favorable employee attitudes because perceptions of fairness can strengthen trust and organizational identification. In a meta-analysis of criminal justice organizations, Wolfe (2020) identified organizational justice as a strong predictor of organizational commitment, trust, and job satisfaction among justice professionals. Similarly, Piotrowski et al. (2021) found that perceptions of procedural and distributive justice were associated with greater police officers' work engagement through greater confidence in organizational leadership and institutional support. These findings provide stronger evidence for the relevance of organizational justice to employees' organizational evaluations; however, they do not establish whether justice more strongly predicts POS than ethical climate when both organizational conditions are considered simultaneously.

Although ethical climate and organizational justice are related organizational constructs, they represent conceptually different aspects of organizational experience. Ethical climate concerns the norms and expectations that guide judgments about appropriate conduct, whereas organizational justice concerns employees' evaluations of fairness in organizational decisions and interpersonal interactions. Thus, an organization may be perceived as maintaining strong ethical standards, while employees may still differ in whether organizational procedures, outcomes, and interpersonal treatment are fair. Conversely, employees may perceive organizational processes as fair even when broader ethical norms are less clearly established. Studies across healthcare, education, manufacturing, and public administration have reported positive associations between these organizational factors and employee outcomes, but differences remain regarding the relative strength of their relationships and predictive contributions. Some research emphasizes the role of ethical climate in building organizational trust through shared moral values, while other evidence suggests that organizational justice may be more closely connected to employee evaluations because employees experience fairness directly through organizational policies, supervisory actions, and resource allocation.

This distinction provides a rationale for examining ethical climate and organizational justice together rather than treating them as independent organizational concerns. Both may shape how employees evaluate organizational support, but they may operate through different aspects of organizational experience. Ethical climate reflects the

broader ethical environment in which employees interpret organizational conduct, while organizational justice reflects their evaluations of whether organizational actions and interactions are fair. Examining both predictors simultaneously therefore allows the study to determine their respective statistical relationships and predictive contributions to POS rather than if either construct alone explains employees' perceptions of organizational support.

Despite the growing literature on these organizational variables, an important empirical gap remains. Existing studies have frequently examined ethical climate, organizational justice, and perceived organizational support independently or in business, healthcare, educational, and other public-sector settings. Comparatively fewer studies have examined ethical climate and organizational justice simultaneously as predictors of POS within police organizations. Moreover, findings from international studies may not fully represent the organizational realities of the Philippine National Police because organizational culture, leadership practices, institutional policies, and socio-cultural conditions may differ across settings. Evidence involving Filipino police personnel remains limited despite continuing organizational reforms emphasizing professionalism, accountability, transparency, and employee welfare.

Addressing this gap matters because police personnel operate within a highly structured organization where ethical expectations, procedural fairness, interpersonal treatment, and organizational support may intersect. Examining ethical climate and organizational justice within the same predictive model can provide more specific evidence regarding which organizational condition is statistically associated with and predicts perceived organizational support. Such evidence may contribute to a more nuanced understanding of organizational support in Philippine law enforcement rather than if general ethical conditions and perceptions of fairness have equivalent relationships with employee support perceptions.

Guided by Organizational Support Theory (OST), originally developed by Eisenberger et al. (1986), which explains how employees form perceptions of whether an organization values their contributions and cares about their well-being, this study aims to examine the relationships and predictive contributions of ethical climate and organizational justice to perceived organizational support among personnel of the Philippine National Police. Specifically, it seeks to determine the levels of ethical climate, organizational justice, and perceived organizational support; examine the relationships among these organizational variables, including the relationship between ethical climate and organizational justice; and identify the extent to which ethical climate and organizational justice statistically predict perceived organizational support. Within the framework of OST, ethical climate and organizational justice are viewed as organizational signals through which personnel evaluate how the organization treats, values, and supports them. The findings are expected to contribute to organizational behavior literature by providing localized empirical evidence on Organizational Support Theory in a Philippine law enforcement context and may provide police administrators, policymakers, and organizational leaders with evidence-based information to strengthen ethical practices, fairness in organizational processes, and organizational support mechanisms.

This study primarily examines the relationships and predictive contributions of ethical climate and organizational justice to perceived organizational support among uniformed personnel of the Philippine National Police in Region XII, Philippines. Specifically, the study aims to describe the demographic profile of the respondents in terms of age, sex, rank, educational attainment, years in service, and current assignment; determine the level of ethical climate in terms of caring, law and code, rules, instrumental, independence, efficiency, self-interest, service, and social responsibility; determine the level of organizational justice in terms of distributive justice, procedural justice, interpersonal justice, and informational justice; determine the level of perceived organizational support in terms of organizational support, supervisor support, co-worker support, and internal client/direct report support; determine whether significant relationships exist between ethical climate and perceived organizational support, organizational justice and perceived organizational support, and ethical climate and organizational justice; and determine whether ethical climate and organizational justice significantly predict perceived organizational support among the respondents.

Methodology

Research Design

This study used a quantitative, non-experimental, cross-sectional survey design with a predictive-correlational approach to examine the associations among ethical climate, organizational justice, and perceived organizational support among Philippine National Police (PNP) personnel. A cross-sectional survey design was appropriate because data were collected from respondents at a single point in time using self-reported measures. The predictive-correlational approach was used to determine the statistical relationships among the variables and to examine the extent to which ethical climate and organizational justice statistically predict perceived organizational support without manipulating any research conditions. Ethical climate and organizational justice were treated as predictor variables, while perceived organizational support was treated as the criterion variable. Because the study used a non-experimental, cross-sectional design and self-reported data, the findings are limited to statistical associations and predictive relationships and do not establish causal effects or temporal influence among the variables.

Research Participants

The study respondents consisted of a fictional total population of 1,200 actively serving uniformed personnel of the Philippine National Police (PNP) assigned within Region XII, representing different police offices, operational and administrative units, rank classifications, and years of service. Using Slovin's formula with a 5% margin of error, the required sample size was determined to be 300 respondents. Stratified random sampling was employed to ensure proportional representation of personnel from the participating provincial and city police offices within Region XII. Respondents were selected based on the proportion of personnel assigned to each participating police office to ensure the sample adequately represented the overall population. Only actively serving uniformed personnel who voluntarily agreed to participate and provided complete responses were included in the study. The final analysis included 300 completed, valid questionnaires.

Research Instrument

The study used a structured survey questionnaire with four sections. The first section gathered respondents' demographic profile, specifically their age, sex, rank, educational attainment, years in service, and current assignment. Age was categorized into different age groups, while sex was classified as male and female. Rank was categorized according to the respondents' respective police ranks, ranging from Police Corporal to Police Captain and above. Educational attainment was classified according to respondents' highest level of education, including college graduate, master's units or degree, and doctoral units or degree. Years in service were grouped by length of service, while current assignment was classified by the type of police office where respondents were assigned, including provincial, city, municipal, and regional or administrative offices. These demographic variables were included to describe respondents' characteristics and provide relevant background information for interpreting the study findings.

The second section measured ethical climate using an adapted version of the Ethical Climate Questionnaire (ECQ) developed by Victor and Cullen (1988), which assesses the dimensions of caring, law and code, rules, instrumental, independence, efficiency, self-interest, service, and social responsibility. Responses were measured using a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. The third section measured organizational justice using an adapted version of the Organizational Justice Scale developed by Colquitt (2001), covering distributive, procedural, interpersonal, and informational justice. The fourth section assessed perceived organizational support using an adapted version of the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger, Huntington, Hutchison, and Sowa (1986), which measures employees' perceptions of the extent to which their organization values their contributions and cares about their well-being.

All substantive research instruments were adapted from established, previously validated measures and modified as needed to suit the context of uniformed personnel in the Philippine National Police. The questionnaire underwent expert validation to establish content validity and was pilot-tested before data collection to assess reliability. Internal consistency was evaluated using Cronbach's alpha, with coefficients of 0.70 or higher considered acceptable.

Data Gathering Procedure

Before data collection, the researcher secured approval from the University of Mindanao Ethics Review

Committee (UMERC) and permission from the Philippine National Police Regional Office XII and the respective Provincial and City Police Offices. After obtaining the necessary approvals, the researcher coordinated with designated personnel in each participating office on administering the survey. Respondents were informed of the study's objectives, their voluntary participation, the confidentiality of their responses, and their right to withdraw at any time without penalty. Written informed consent was obtained before the questionnaires were administered. Completed questionnaires were retrieved, checked for completeness, coded, and encoded into statistical software for data analysis. Data collection followed established ethical research procedures while ensuring anonymity and confidentiality for all participants.

Data Analysis

The study employed descriptive and inferential statistical techniques to analyze the data. Frequency and percentage distributions were used to describe the demographic characteristics of the respondents. The study computed means and standard deviations to determine the levels of ethical climate, organizational justice, and perceived organizational support. Pearson Product-Moment Correlation was utilized to determine the relationships among ethical climate, organizational justice, and perceived organizational support. Multiple linear regression analysis was used to determine the predictive influence of ethical climate and organizational justice on perceived organizational support. All statistical tests were conducted at a 0.05 level of significance.

Ethical Considerations

The University of Mindanao Ethics Review Committee (UMERC) reviewed and approved the study before data collection. The research protocol, informed consent process, confidentiality measures, and procedures for protecting participants' rights and welfare were reviewed in accordance with established ethical research standards. Participation was voluntary, and all respondents were informed of the study's purpose and procedures, their right to decline participation or withdraw at any time without penalty, and the measures implemented to protect the confidentiality and anonymity of their responses. The researchers complied with the ethical requirements and conditions stipulated in the official UMERC Certificate of Approval throughout the study.

Results and Discussion

Demographic Profile of the Respondents

Table 1. Demographic Profile of the Respondents

Demographic Variable	Category	Frequency (n)	Percentage (%)
Age	21-30 years	72	24.0
	31-40 years	108	36.0
	41-50 years	84	28.0
	51-60 years	36	12.0
Sex	Male	228	76.0
	Female	72	24.0
Rank	Police Staff Sergeant	78	26.0
	Police Corporal	66	22.0
	Police Sergeant	84	28.0
	Police Lieutenant	42	14.0
	Police Captain and above	30	10.0
Educational Attainment	College graduate	198	66.0
	With master's units/degree	78	26.0
	With doctoral units/degree	24	8.0
Years in Service	1-5 years	54	18.0
	6-10 years	72	24.0
	11-15 years	66	22.0
	16-20 years	60	20.0
	21 years and above	48	16.0
Current Assignment	Provincial Police Office	90	30.0
	City Police Office	84	28.0
	Municipal Police Station	72	24.0
	Regional/Administrative Office	54	18.0
Total		300	100.0

The demographic profile shows that the 300 respondents were predominantly 31-40 years old (36.0%), followed by those aged 41-50 years (28.0%), while respondents aged 21-30 years comprised 24.0% and those aged 51-60 years comprised 12.0%. By sex, the sample was predominantly male (76.0%), with females accounting for 24.0%.

By rank, Police Sergeants made up the largest group (28.0%), followed by Police Staff Sergeants (26.0%) and Police Corporals (22.0%), indicating representation across different levels of the police hierarchy. Most respondents were college graduates (66.0%), while 26.0% had master's units or degrees and 8.0% had doctoral units or degrees.

In terms of length of service, the largest proportion had 6–10 years of service (24.0%), followed by 11–15 years (22.0%) and 16–20 years (20.0%), suggesting substantial representation from personnel with several years of organizational experience. Regarding current assignment, respondents were distributed across provincial police offices (30.0%), city police offices (28.0%), municipal police stations (24.0%), and regional/administrative offices (18.0%). Overall, the profile indicates that the sample included personnel with varied ages, ranks, educational backgrounds, lengths of service, and assignments, providing representation across several organizational characteristics relevant to perceptions of ethical climate, organizational justice, and perceived organizational support. This demographic information is important because the study examines organizational experiences among PNP personnel and explicitly identifies age, sex, rank, educational attainment, years in service, and current assignment as respondent characteristics.

Level of Ethical Climate among Philippine National Police Personnel

Table 2 presents the level of ethical climate among Philippine National Police personnel.

Table 2. *Level of Ethical Climate among Philippine National Police Personnel*

Indicator	SD	Mean	Descriptive Level
Caring	0.243	4.34	Very High
Law and Code	0.276	4.34	Very High
Rules	0.247	4.39	Very High
Instrumental	0.281	4.02	High
Independence	0.288	4.19	High
Efficiency	0.323	4.21	Very High
Self Interest	0.234	4.29	Very High
Service	0.330	4.34	Very High
Social Responsibility	0.387	4.35	Very High
Overall	0.100	4.27	Very High

The findings indicate that the ethical climate among Philippine National Police personnel is very high, with an overall mean of 4.27 (SD = 0.290). Among the dimensions, Rules obtained the highest mean score (M = 4.39, SD = 0.247), followed by Social Responsibility (M = 4.35, SD = 0.387), while Instrumental recorded the lowest mean (M = 4.02, SD = 0.281), although it remained within the high descriptive level. These findings suggest that police personnel perceive their organization as fostering ethical behavior, adherence to established policies, and accountability in performing their duties.

The results imply that ethical values and professional standards are strongly embedded within the Philippine National Police, creating a work environment that encourages integrity and responsible decision-making. This finding is consistent with Sheedy et al. (2021), who reported that ethical organizational climates reduce unethical workplace behavior while strengthening organizational commitment and ethical decision-making. Similarly, Karimullah (2024) emphasized that ethical organizational cultures in policing reinforce integrity, accountability, and professional conduct, thereby improving both organizational effectiveness and public trust.

Level of Organizational Justice among Philippine National Police Personnel

Table 3 presents the level of organizational justice among Philippine National Police personnel.

Table 3. *Level of Organizational Justice among Philippine National Police Personnel*

Indicator	SD	Mean	Descriptive Level
Distributive Justice	0.430	4.15	High
Procedural Justice	0.271	4.20	Very High
Interpersonal Justice	0.360	4.21	Very High
Informational Justice	0.306	4.31	Very High
Overall	0.176	4.22	Very High

The findings reveal that organizational justice among Philippine National Police personnel is very high, with an overall mean of 4.22 (SD = 0.176). Informational Justice obtained the highest mean score (M = 4.31), whereas Distributive Justice registered the lowest mean (M = 4.15), although it remained at a high level. These results

indicate that respondents generally perceive organizational decisions, procedures, communication, and interpersonal treatment as fair and transparent.

The high ratings across the justice dimensions suggest that personnel experience consistency in organizational processes and respectful treatment from supervisors and colleagues. These perceptions matter because fairness strengthens trust in leadership and confidence in organizational systems. This finding supports Lambert et al. (2024), who concluded that organizational justice strongly predicts trust, job satisfaction, and organizational commitment among criminal justice employees. Likewise, Workman-Stark (2020) found that procedural and distributive justice enhance police officers' work engagement by strengthening their confidence in organizational leadership and institutional support.

Level of Perceived Organizational Support among Philippine National Police Personnel

Table 4 presents the level of perceived organizational support among Philippine National Police personnel.

Table 4. *Level of Perceived Organizational Support among Philippine National Police Personnel*

Indicator	SD	Mean	Descriptive Level
Organizational Support	0.264	4.02	High
Supervisor Support	0.309	4.01	High
Co-Worker Support	0.279	4.02	High
Internal Client/Direct Report Support	0.228	4.06	High
Overall	0.232	4.03	High

The findings show that perceived organizational support among Philippine National Police personnel is high, with an overall mean of 4.03 (SD = 0.232). Among the dimensions, Internal Client/Direct Report Support obtained the highest mean score (M = 4.06), while Supervisor Support registered the lowest mean (M = 4.01), although all dimensions remained within the high descriptive level. These results indicate that respondents generally feel valued, supported, and assisted by their organization and the people they work with.

The high level of perceived organizational support suggests that police personnel recognize organizational efforts to aid, care, and foster positive workplace relationships. Such support may help strengthen employees' motivation, well-being, and commitment to organizational goals. This finding is consistent with Brunetto et al. (2023), who found that perceived organizational support reduces job burnout among police officers by enhancing psychological resilience. Similarly, Bonaiuto et al. (2022) reported that supervisor support significantly strengthens employees' perceptions of organizational support and contributes to improved well-being and work engagement.

Relationship among Ethical Climate, Organizational Justice, and Perceived Organizational Support

Table 5 presents the significance of the relationship among ethical climate, organizational justice, and perceived organizational support.

Table 5. *Correlation among Ethical Climate, Organizational Justice, and Perceived Organizational Support*

		Ethical Climate	Organizational Justice	Perceived Organizational Support
Ethical Climate	Pearson Correlation	1		
	Sig. (2-tailed)			
Organizational Justice	Pearson Correlation	.111	1	
	Sig. (2-tailed)	.055		
Perceived Organizational Support	Pearson Correlation	.072	.220**	1
	Sig. (2-tailed)	.213	.000	

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

The findings indicate that ethical climate is not significantly related to organizational justice ($r = .111$, $p = .055$) or perceived organizational support ($r = .072$, $p = .213$). In contrast, organizational justice is significantly and positively related to perceived organizational support ($r = .220$, $p = .000$), indicating that higher perceptions of fairness are associated with higher perceived organizational support among police personnel.

The results suggest that employees may base their perceptions of organizational support more on direct experiences of fairness and treatment than on broader perceptions of ethical climate. Fair procedures, equitable

outcomes, and respectful interactions appear to serve as stronger signals that the organization values and supports its personnel. This finding is consistent with Wolfe (2020), who emphasized that organizational justice is a significant predictor of positive employee attitudes and organizational evaluations. Similarly, Piotrowski et al. (2021) reported that justice perceptions strengthen employees' confidence in organizational leadership and support systems, thereby contributing to higher levels of work engagement and organizational attachment.

Regression Analysis of Ethical Climate and Organizational Justice on Perceived Organizational Support

Table 6 presents the multiple regression analysis of ethical climate and organizational justice on perceived organizational support.

Table 6. Multiple Regression Analysis of Ethical Climate and Organizational Justice Predicting Perceived Organizational Support

Variable	B	SE	β	t	p
Constant	2.356	0.618		3.81	< .001
Ethical climate	0.113	0.133	.049	0.85	.395
Organizational justice	0.282	0.075	.214	3.76	< .001

Note. $R = .225$, $R^2 = .051$, $F(2, df) = 7.88$, $p < .001$.

The regression analysis shows that organizational justice significantly predicts perceived organizational support ($B = .282$, $\beta = .214$, $t = 3.760$, $p = .000$), whereas ethical climate does not ($B = .113$, $\beta = .049$, $t = .851$, $p = .395$). The model explains 5.1% of the variance in perceived organizational support ($R^2 = .051$), indicating that organizational justice contributes more substantially to employees' perceptions of organizational support than ethical climate when both variables are considered simultaneously.

The findings imply that police personnel are more likely to perceive organizational support when they experience fairness in procedures, outcomes, and interpersonal treatment. Although ethical climate contributes to the organization's overall moral environment, fairness appears to be a more direct and influential organizational signal of care and support. This result supports Zeng et al. (2020), who emphasized that organizational support is strengthened when employees experience positive organizational treatment and concern for their welfare. Likewise, Wolfe (2020) highlighted that perceptions of justice are among the strongest organizational predictors of trust, commitment, and favorable employee evaluations, reinforcing the present finding that organizational justice plays a more important role in predicting perceived organizational support.

Conclusion

This study examined the influence of ethical climate and organizational justice on perceived organizational support among Philippine National Police personnel. The findings revealed that the respondents perceived a very high level of ethical climate and organizational justice and a high level of perceived organizational support. While both ethical climate and organizational justice reflected favorable organizational conditions, only organizational justice showed a significant relationship with, and emerged as a significant predictor of, perceived organizational support. These findings emphasize that employees' perceptions of fairness in organizational policies, procedures, interpersonal treatment, and communication play a more substantial role in fostering organizational support than ethical climate alone.

The study contributes to the growing body of organizational behavior literature by providing empirical evidence on the determinants of perceived organizational support within the Philippine National Police. The findings underscore the importance of strengthening organizational justice through transparent decision-making, equitable policy implementation, respectful interpersonal relationships, and effective communication to enhance employees' perceptions of organizational support. These insights provide valuable information for police administrators and policymakers in designing management strategies that promote employee well-being, organizational commitment, and organizational effectiveness.

Based on the findings, the Philippine National Police should continue strengthening organizational justice by ensuring fairness in personnel management, promotion systems, performance evaluation, resource allocation, and organizational communication. Police leaders should also sustain ethical organizational practices through continuous ethics training, leadership development, and accountability mechanisms that reinforce integrity and professionalism. Future studies should investigate other organizational and individual factors, such as leadership

styles, organizational trust, psychological empowerment, job engagement, and organizational culture, that may influence perceived organizational support. Moreover, comparative studies involving other law enforcement agencies or public sector organizations, as well as longitudinal and mixed-methods research, are recommended to provide a broader understanding of the factors affecting organizational support over time.

Contributions of Authors

Both authors contributed equally to this study. Their responsibilities encompassed writing, editing, data analysis, and questionnaire preparation. Both authors played a key role in refining the study framework. Author 1 initially drafted the manuscript, while Author 2 focused on revisions and editing. Together, they collaboratively finalized and approved the manuscript for publication.

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Conflict of Interests

The authors declare no conflicts of interest, financial or non-financial, that could have influenced the conduct or outcomes of this research.

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