

SELF-CONSTRUAL DIFFERENCES IN
PERCEIVED WORK SITUATION AND WELL-BEING

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ABSTRACT

SELF-CONSTRUAL DIFFERENCES IN PERCEIVED WORK SITUATION AND WELL-BEING

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Based on the theoretical framework provided by Balanced Integration Differentiation (BID) Model (İmamoğlu, 1998; 2003) and Self-Determination Theory (SDT) (Deci and Ryan, 1985), this study aimed to explore possible determinants of Turkish employees' subjective (i.e., life satisfaction) and psychological well-being. Previous SDT research demonstrated that autonomous causality orientation and perceived autonomy supportiveness of context predicted need satisfaction at work and in turn, employee well-being (e.g., Baard et al., 2004; Ilardi et al., 1993). BID Model was tested in a work setting for the first time. Different from SDT research, relational aspects both as a form of self orientation and a contextual characteristic (i.e., perceived relatedness

supportiveness) were included in this study, along with individual orientation and perceived autonomy supportiveness dimension, to explore their possible influence on well-being.

Three-hundred-eighty-three employees (154 women and 229 men) from various public and private sector organizations participated in the study. One-hundred-ninety-two of them were from public sector organizations, whereas 191 of them were from private sector organizations.

Relational and individual self orientations directly predicted need satisfaction and psychological well-being, whereas relational orientation directly predicted life satisfaction. Need satisfaction also predicted both types of well-being. Furthermore, relational orientation predicted both autonomy and relatedness supportiveness of work context and in turn, predicted need satisfaction and well-being in public sector organizations. Furthermore, individual orientation predicted autonomy supportiveness and relational orientation predicted relatedness supportiveness and in turn, predicted need satisfaction and well-being in private sector organizations. The findings were discussed in terms of relevant literature.

Key words: Balanced Integration Differentiation Model, Self-Determination Theory, self-construal types, psychological well-being and life satisfaction.

ÖZ

BENLİK TİPİ FARKLILIKLARINA GÖRE ALGILANAN İŞ ORTAMI VE İYİ OLMA HALİ

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Bu çalışmada, Dengeli Ayrışma/Ayırdetme Bütünleşme (Denge) Modeli'nin (İmamoğlu, 1998, 2003) ve Özgür İrade (Kendi-Belirleme) Kuramı'nın (Deci ve Ryan, 1985) kuramsal temellerine dayandırılarak, Türk çalışanlarının yaşam doyumu ve psikolojik iyi olma durumlarını yordayan olası etmenler araştırılmıştır. Özgür İrade Kuramı'nın iş hayatına uygulandığı çalışmalarda, ortamın algılanan özerklik desteği ve özerk nedensellik yöneliminin temel ihtiyaç tatminini ve sırasıyla, onun da iyi oluşu yordadığı bulunmuştur (Baard ve diğerleri, 2004; Ilardi ve diğerleri, 1993). Denge Modeli ise bu

çalışmada ilk defa örgütsel alana uygulanmıştır. Bu çalışmada, kendileşme ve özerklik desteği boyutları ile birlikte, Özgür İrade Kuramı'na ilişkin araştırmalardan farklı olarak, ilişki boyutunun da -hem benlik yönelimi hem de ortamsal özellik olarak- iyi oluş üzerindeki etkileri incelenmiştir.

Çalışmaya, kamu ve özel sektör çalışanlarından oluşan toplam 383 kişi (154 kadın ve 229 erkek) katılmıştır. Katılımcıların 192'si kamu sektörü ve 191'i ise özel sektörü çalışanlarından oluşmuştur.

İlişkisel ve kendileşmiş benlik yönelimleri doğrudan ihtiyaç tatmini ve psikoloji iyi oluşu diğer yandan, ilişkisel benlik yönelimi ise doğrudan yaşam doyumunu yordamıştır. Ayrıca, işyerinde temel ihtiyaçların tatmini her iki tip iyi oluşu da doğrudan yordamıştır. Kamu sektörü örgütlerinde, ilişkisel benlik yönelimi ortamın özerklik ve ilişkililik desteği ile, ve sırasıyla, onlar da ihtiyaç tatminini ve iyi oluşu yordamıştır. Diğer yandan, özel sektör örgütlerinde, ilişkisel benlik yönelimi ortamın ilişkililik desteği ve kendileşmiş benlik yönelimi ise özerklik desteğini, ve sırasıyla, onlar da ihtiyaç tatminini ve iyi oluşu yordamıştır. Bulgular ilgili literatür çerçevesinde tartışılmıştır.

Anahtar Kelimeler: Dengeli Ayrışma-Ayırdetme Bütünleşme Modeli, Özgür İrade (Kendi-Belirleme) Kuramı, benlik tipleri, psikolojik iyi olma ve yaşam doyumunu.

To my family

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CHAPTER 1

INTRODUCTION

Well-being of employees has become an increasingly important topic for researchers (e.g., Danna & Griffin, 1999). People spend a major part of their lives at work, and we can feel safe to conclude that any role which occupies that much time in an individual's life may be likely to influence his/her overall well-being (Noll, 1969). Similarly, Ilardi, Leone, Kasser, and Ryan (1993) state that work conditions and well-being of an individual are interconnected. Furthermore, some researchers have mentioned that workplace might affect not only the individual but also well-being of the organizations and the community (e.g., Dierendonck, Haynes, Borrill, & Stride, 2004; Harter, Schmidt, & Keyes, 2002). Having stated the importance of employee well-being, the possible determinants that might lead to higher degrees of employee well-being appears as an interesting and valuable research area. Thus, the main research question of the study was to explore possible self-related and work-related determinants of Turkish public and private sector employees' subjective and psychological well-being.

The present study was based on the theoretical framework provided by Balanced Integration Differentiation (BID) Model (İmamoğlu, 1998; 2003) and

Self-Determination Theory (SDT) (Deci & Ryan, 1985). BID Model mainly proposes that individual and relational orientations are distinct and complementary constructs which are essential for optimal human functioning. Model proposes four self construal types that vary along dimensions of individual and relational orientations (İmamoğlu 1998; 2003). These four self construal types as well as individual and relational orientations were used as primary indices for assessing individual differences of employees in the present study. On the other hand, SDT mainly proposes that there are three basic needs; namely, need for autonomy, need for relatedness, and need for competence, which are vital for well-being. The main propositions of SDT have been applied to work settings (e.g., Baard et al., 2004, İlardi et al., 1993). SDT broadly posits that higher autonomy supportiveness of the work settings would lead to higher degrees of need satisfaction and in turn higher well-being for employees. The findings of previous studies mainly supported these key propositions (e.g., Baard et al., 2004, İlardi et al., 1993). On the other hand, the propositions of BID Model were applied and tested in a work setting for the first time in the present study.

Based on the two aforementioned theoretical frameworks, broadly whether employees with different self-construal types as proposed in BID Model (İmamoğlu, 1998; 2003) vary from each other in terms of their perceptions with respect to autonomy-supportiveness and relatedness supportiveness of their work context and leader, the degree of need satisfaction at work (i.e., need for autonomy, need for relatedness and need for competence) as proposed by SDT, and finally subjective and psychological well-being or not were investigated in the present study. Furthermore, it was broadly proposed that both relational and individual self orientations which give rise to four self construal types in the BID Model (İmamoğlu, 1998) would influence employees' perceptions with respect to autonomy and relatedness supportiveness of both their organizational context and their leader and in turn, they would influence degree of need satisfaction at work, and lastly, in turn, it would influence subjective well-being and psychological well-being of Turkish employees.

In the following section, firstly, the selected literature for the hedonic well-being view and the eudaimonic well-being view are provided. The eudaimonic view section is covered by two theories namely; Multidimensional Psychological Well-being Model by Ryff (1989) and SDT (Deci & Ryan, 1985). In the second section, selected literature for individual differences, namely BID Model (İmamoğlu, 1998; 2003) and also Big Five Model are presented. Thirdly, possible workplace determinants of employee well-being are given. Lastly, research questions and proposed models of the study are presented.

1.1. Overview of Psychological and Hedonic Well-being

The meaning of optimal functioning of human beings and of good life has always been a considerable debate issue. Well-being research constitutes an important area in the current psychology. There are two relatively distinct perspectives about well-being which are dominant in the field; one of them is labeled as eudaimonism, the other as hedonism (e.g. Keyes, Shmothin, & Ryff, 2002; Ryan & Deci, 2000; Waterman, 1993). In general, one deals with human potentials whereas the other focuses on happiness, respectively (Keyes et al., 2002). They have distinct views of human nature and good society (Ryan & Deci, 2000). Keyes et al. (2002) argue that even though these two views have evolved separately, they might be considered to be related as they deal with the distinct aspects of positive functioning. In the following sections, relevant literature on both the hedonic view and the eudaimonic view is presented in detail.

1.1.1. The Hedonic (Subjective Well-being) View

Happiness has been among the most popular topics for human beings throughout the centuries. Although there is an agreement that the happiness is an important goal for all human beings, there is a debate on how to achieve it (Bradburn, 1969). Tatarkiewicz (1976) states one of the earliest thinkers who studied on happiness was Democritus (as cited in Diener, Scollon, and Lucas,

2003). Democritus views happy life as enjoyable and mentions that state of happiness is not related to degree of one's possessions but to the way person responds to the surrounding life circumstances (as cited in Diener et al., 2003). That is, Democritus' definition of happiness refers to disposition, satisfaction and subjectivity (Diener et al., 2003). Happiness according to hedonists was equal to the sum of pleasurable moments. This pure form of hedonism gave rise to a more modest type of hedonism; utilitarianism. It considered happiness as a state which could be achieved by maximizing pleasure and minimizing pain. That is, for utilitarians, happiness was defined with respect to presence of pleasure and absence of pain (Diener et al., 2003).

Based on Democritus ideas, the term subjective well-being (SWB) covers individuals' own evaluations of their lives (Diener et al., 2003). Some prefer to use solely the term subjective well-being whereas some prefer to use happiness as synonymous with subjective well-being. Hedonic or subjective well-being view broadly equalizes hedonic pleasure or happiness with well-being (Ryan & Deci, 2000). That is, it is concerned with what lay people might call happiness or satisfaction (Diener, Oishi, & Lucas, 2003).

Bradburn (1969) argued that in centuries since Aristotle, happiness problem has been viewed as an ethical, a theological or an economic problem and only recently it was defined as a psychological problem. Diener, Suh, Lucas, and Smith (1999) stated that the study of SWB developed partly as a reaction to great emphasis on negative states in psychology. One of the earliest psychological formulations of hedonic well-being was provided by Bradburn (1969). Bradburn (1969) formulized happiness or the feelings of psychological well-being as a fundamental dependent variable. According to him, happiness arises from two independent clusters of positive affect and negative affect. He also proposed that individuals would have high level of happiness when they have an excess to higher positive affect over negative affect. Consequently, when negative affect predominates over positive affect, it leads to low level of happiness (Bradburn, 1969).

However, Bradburn (1969) himself argued that the proposed model up to this point, was resembling the traditional pleasure-pain or utility model which defines well-being in terms of high level of pleasure and low level of pain. He stated that as his model was based on the empirical findings, the uniqueness of it stemmed from the further results. For instance, he found that positive and negative affect were independent of one another (Bradburn, 1969). This finding implies that it is not possible to predict one's score on negative (or positive) affect from his/her score on positive (or negative) affect dimension. The findings of Bradburn (1969) also indicated that the best predictor of psychological well-being was the discrepancy between two kinds of affect scores. The difference between these scores was labeled as affect balance scale (Bradburn, 1969). Affect balance scale is referred to be a good indicator of an individual's current level of psychological well-being or happiness. As mentioned, the variables which were associated with the presence or absence of positive affect have no association to presence or absence of negative affect, respectively (Bradburn, 1969).

Costa and McCrea (1980) used several personality traits to test Bradburn's (1969) propositions. The traits were found to be grouped under two main dimensions of extraversion and neuroticism. Supporting Bradburn's (1969) claims and findings, positive and negative affect were found as independent clusters and both were associated with overall estimates of happiness. The direct outcome of extraversion was positive affect whereas direct outcome of neuroticism was negative affect. Furthermore, both kinds of affect had independent contribution to happiness. They found that although those who were low on neuroticism and those who were high on extraversion reported similar degrees of life satisfaction, according to Costa and McCrea (1980) first group can be described as seldom depressed and latter as seldom elated (Costa & McCrea, 1980). The findings suggested that the judgments of pleasantness or unpleasantness of events were not absolute but were dependent on the positive and negative experiences of individuals.

Andrew and Withey (1976) asserted that cognitive element of well-being

which was labeled as satisfaction with life should be added to positive and negative affect to assess the degree of subjective well-being (as cited in Diener et al., 1985). At the same time, Campbell et al. (1976; as cited in Diener et al., 2003) proposed a fourth component for subjective well-being, domain satisfactions. Domain satisfactions reflect people's assessments for the specific domain in their lives (e.g. marital, job satisfaction). Positive affect, negative affect, life satisfaction and domain satisfactions are related but also provide unique information about the subjective quality of one's life (Diener et al., 2003).

In sum, according to current conceptualization of subjective well-being, there are three components of SWB: life satisfaction, pleasant affect and low levels of unpleasant affect (e.g. Diener et al., 1985; Diener, et al., 1997). As mentioned, the affective and cognitive components of SWB are not completely distinct rather they might be considered as complementary (Pavot & Diener, 1993). The satisfaction with life represents a global appraisal of well-being. It refers to a judgmental process. People judge their satisfaction level in terms of the standards that each individual sets for him/herself. Therefore, the standard is not imposed externally (Diener et al., 1985). Currently, SWB researchers have great interest in cognitive evaluations of life satisfaction (Diener et al., 1999). It seems that people use information which tends to remain stable while evaluating their level of life satisfaction. That is, people seem to use chronically accessible and subjective criteria while judging about the quality of their lives (Diener et al., 2003).

Diener et al. (1985) discussed that several scales had been developed to measure affective component but less attention was given to the measurement of life satisfaction. Also, these scales of life satisfaction generally consisted of a single item. Therefore, Diener et al. (1985) aimed to develop a measure for assessing life satisfaction. The scale was named as The Satisfaction with the Life Scale and it became a popular measure of life satisfaction (Diener, et al., 1997).

As mentioned, the research of SWB has evolved in the last three decades. Recently, the focus of SWB researchers is on understanding processes that

underlie happiness rather than simply investigating the impact of demographic characteristics that relate to it (Diener et al., 1999). Because, it was found that external factors; such as demographic variables, account for only a small amount of variance in life satisfaction. For instance, Diener and Scollon (2003) mentioned that the results of the studies on impact of demographic variables on subjective well-being indicated that they explained less than 20% of the variance.

Daily events are expected to influence global evaluations strongly. But, although subjective well-being is expected to reflect some sort of variations with respect to the changing conditions' in one's life, there is also considerable stability with respect to the degree of subjective well-being over time. That is, although life circumstances might influence life satisfaction, it is also highly associated with personality traits. For instance, SWB is negatively correlated with distress measures and neuroticism whereas it is positively correlated with extraversion. Agreeableness and conscientiousness correlated moderately with SWB (Diener et al., 1997).

The results of Libran (2006) also demonstrated that neuroticism was a strong predictor of balanced affect and satisfaction with life. Moreover, the study supported the view that neuroticism was a better predictor of subjective well-being than extraversion. Similarly, Gutierrez, Jimenez, Hernandez, and Puente (2005) found that neuroticism was the best predictor of affect balance and was closely linked to negative affect. Extraversion was the second best predictor of affect balance and was strongly related with positive affect. Neuroticism was found to be more strongly related with affect balance than extraversion. Personality was also the most important correlate compared to age, sex, and relationship status of subjective well-being. When personality was controlled, age and relationship status did not seem to account for the variance (Gutierrez et al., 2005).

Having stated that earlier research has focused on the possible influence of mainly individual differences and also demographic factors on subjective well-being, currently there is more emphasis on the influence of the interactions

between individual differences and contextual factors on subjective well-being. Thus, Diener et al. (1993) specifically pointed out that the research needs to focus on the interaction between internal and external factors. One of the contextual variables that might influence people's perceptions of subjective well-being is culture. For instance, Lu and Gilmore (2004) stated the culture provided different sources and conditions of SWB for its members. They argued that if the larger cultural context is individualist, people with independent selves might achieve SWB more easily. On the other hand, if the larger cultural tradition is collectivist, people who have interdependent selves might achieve SWB more easily. Here, they also made a distinction between individually and socially oriented SWB. Although they did not specifically test these propositions directly by comparing the degree of well-being of people with different orientations in different cultures, they provided the descriptions of Chinese and American samples with respect to happiness. Chinese sample mentioned happiness with feelings such as joy, hedonic pleasure, and enjoyment. However, their descriptions more heavily expressed the importance of self-control and group harmony in terms of happiness. They also reported that they believed individual has the control over his/her happiness, yet personal striving must be surrounded by moral principles. Being loved and cared for in one's relationships with close others were expressed frequently by the Chinese sample. Also their description of their social world extended to wider collectives. On the other hand, the American sample's descriptions of happiness were rather positive, emotionally charged, whereas Chinese sample's descriptions portrayed a more balanced view of happiness. Spiritual element of happiness seemed as lacking in American's descriptions. They emphasized self-autonomy, positive evaluations of self by themselves whereas Chinese stated the importance of positive evaluation of self by others. The findings overall implied somewhat distinct descriptions of happiness in Asian and American samples (Lu & Gilmore, 2004).

In another cross-cultural study, Schimmack, Oishi, Radhakrishnan, Dzoko, and Ahadi (2002) found that extraversion and neuroticism predicted the

balance between pleasant and unpleasant affect to same extent in samples from Germany, Ghana, Japan, Mexico and the U.S. They revealed that hedonic balance mediated the relationship between extraversion as well as neuroticism and life satisfaction. In individualist cultures, personality had stronger influence on life satisfaction than in collectivist cultures.

Overall, there has been quite a progress in terms of the research on subjective well-being within the last four decades. The demographic variables, such as age, gender, marital status, were found to have smaller influence on well-being as compared to personality differences (e.g., Diener et al., 1997; Gutierrez et al., 2005). While individual differences still, at least partially, continue to dominate the field, there is an increasing interest in the influence of the interaction between contextual factors and individual differences on subjective well-being (e.g., Lu, 2006; Uskul, Hynie, & Lalonde, 2004).

1.1.2. The Eudaimonic (Psychological Well-being) View

Although well-being is one of the most popular topics in the current psychology, the roots of the concept could be found in the Ancient Greek. One of the first and most influential philosophers that studied on the concept of “eudaimonia” was Aristotle. The term eudaimonia was commonly translated to English as “happiness” (Wikipedia, 2006) and mostly considered to refer to subjective hedonic state (Waterman, 1993). But this translation of eudaimonia might misguide us, as Aristotle is said to mean much wider than happiness by it (Johnston, 1997). On the contrary, according to Aristotelian conceptualization, eudaimonia can not be equalized to a kind of mental or emotional state (or hedonic state) (Johnston, 1997). His conceptualization of well-being was quite different from the one of hedonists. Aristotelian conceptualization of eudaimonia is relevant, particularly to psychological well-being (eudaimonic) view (e.g., Keyes et al., 2002; Waterman, 1993). Thus, it is better to be translated as well-being, flourishing or living a good life (Synnestvedt, 2006). Besides,

etymologically, the eudaimonia consists of “eu” and “daimon” where “eu” represents “good or well-being” and “daimon” means “spirit” (Wikipedia, 1996). “Daimon” also refers to the potentials of any person both that are shared by all humans and also those uniquely distinguish each person from the others (Waterman, 1993).

Aristotle also states the proper conditions for living well or well-being (Johnston, 1997). According to him, eudaimonia or well-being of a thing represents fulfilling its basic functions (Cohen, 2000). That is, each thing has a distinctive and unique function (ergon) that it is designed to fulfill. Therefore, well-being of human beings could be achieved by their fulfilling unique functions (Cohen, 2000). According to Aristotle, what distinctively defines human beings is “acting in accordance with the rationale element” (Johnston, 1997) or “rational activity in terms of excellence (arête)” (Wikipedia, 2006). By this way, the virtues of the character such as honesty, friendliness, intellectual virtues, mutual beneficial friendship, scientific knowledge are likely to emerge (Synnedtvedt, 2006; Wikipedia, 2006). Therefore, eudaimonia refers to something that could be achieved by our pursuit of all other goods in the right manner (Johnston, 1997). Aristotle views eudaimonia as a sense of being that gives meaning to one’s life (Waterman, 1993), and the final and the highest goal of human striving (Johnston, 1997).

In the current psychology, eudaimonism (psychological well-being view) is referred to as an ethical theory that aims to increase people’s awareness to live in accordance with their daimon or true self (Waterman, 1993). As mentioned, daimon was conceptualized as unique potentials of each human being. When people show effort to live accordance with their daimon, it is proposed that this would lead to a condition named as eudaimonia (Waterman, 1993). Therefore, Aristotle’s formulation of the concept could be seen as quite relevant with the essence of the current eudaimonic view.

Eudaimonic view considers that not all desires, even if a person values them and/or gives pleasure to him/her, would promote well-being (Ryan and Deci,

2000a). As mentioned, eudaimonic view mainly focuses on the human flourishing (Keyes et al., 2002). For instance, Ryan and Deci (2000a, p. 142) define well-being as “optimal psychological functioning and experience”. Some of the earlier psychologists who emphasized the importance of full growth of human beings could be stated as Maslow (i.e. self actualization), Rogers (i.e., full-functioning person), Jahoda (i.e., criteria for psychological health) (cited in Keyes et al., 2002), Rotter (internal locus of control) and Erikson (sense of personality) (cited in Waterman, 1993).

After providing general overview of the eudaimonic perspective, two influential eudaimonic theories, namely, Multidimensional Psychological Well-Being Model (Ryff, 1989) and Self Determination Theory (Deci & Ryan, 1985a) are presented in detail in the next sections.

1.1.2.1. Multidimensional Psychological Well-being Model

Ryff and Keyes (1995) discuss that the study of well-being has been focused on two main conceptions during the last three decades. The first formulation is based on Bradburn’s (1969) work which proposes a distinction between positive and negative affect and equalizes happiness to the balance between them. Second conceptualization views life satisfaction as the key indicator of well-being. However, they pointed out that studies conducted up to this point lack a theory-based formulation and the attention given on the fundamental meaning of well-being. Ryff (1989), based on the previous psychologists’ frameworks such as Maslow, Allport, Rogers and Jung, aimed to provide a theoretical multidimensional model for well-being. Ryff (1989) proposed a model which was composed of six distinct components for fully healthy human functioning. These were stated as self-acceptance, positive relations with others, personal growth, purpose in life, environmental mastery and autonomy.

Self acceptance is seen as a central component of mental health, optimal

functioning and maturity (Ryff, 1989). It broadly refers to positive evaluations of oneself and one's past life (Ryff & Keyes, 1995). It also taps to the person's awareness of his/her own limitations and, at the same time, to have a positive evaluation about themselves (Keyes, Smothin, & Ryff, 2002). Those who are high on self acceptance are assumed to have positive attitudes toward themselves and their past lives whereas those who are low on self acceptance tend to be dissatisfied with themselves and their pasts (Ryff & Keyes, 1995).

Positive relations with others dimension is viewed as one of the central criteria of maturity and as a feature of mental health (Ryff, 1989). It includes having warm and trusting interpersonal relationships (Keyes et al., 2002). Those who are high on positive relationship with others dimension are likely to have satisfying, close relationship with others; are able to feel strong empathy and intimacy toward other, whereas those who are low on this dimension tend to have few close relationship with others; they are more likely to be frustrated in interpersonal relationships, are not likely to be warm or concerned about others (Ryff & Keyes, 1995).

Personal growth refers to a sense of continuing growth and development as a person (Ryff & Keyes, 1995). It also indicates fulfilling one's talents and capacities (Keyes et al., 2002). This dimension can be considered as the most relevant to Aristotle's notion of eudaimonia (Ryff, 1989). Those who are high on personal growth dimension tend to be the ones who are aware of their potentials, welcome new experiences, monitor improvement and continuing development in their selves. On the contrary, those who are on personal growth tend to be uninterested with life and lack a sense of development (Ryff & Keyes, 1995).

The belief that one's life is purposeful and meaningful (Keyes et al., 2002) and one has a meaning for one's efforts is concerned under the purpose in life dimension (Ryff & Keyes, 1995). Maturity has also been defined as having a clear comprehension of the meaning and purpose of life (Ryff, 1989). Those who are high on purpose in life dimension tend to feel the life as meaningful and have goals, aims and objectives in life, whereas those who are low on this dimension

tend to lack a sense of meaning in their lives and have fewer goals or aims (Ryff & Keyes, 1995).

Environmental mastery, which is seen as one of the characteristics of mental health, indicates the capacity to manage one's life and surrounding world effectively (Ryff, 1989; Ryff & Keyes, 1995). It expresses shaping environment in accordance with personal needs and desires (Keyes et al., 2002). Those who are high on environmental mastery are able to manage their environment, use the surrounding opportunities effectively, select and shape the contexts consistent with their personal needs and values. Those who are low on this dimension, on the hand, tend not to intervene, improve or notice the opportunities in their surroundings (Ryff & Keyes, 1995).

Lastly, autonomy reflects feelings of self-determination, personal authority and having an internal locus of evaluation (Keyes et al., 2002; Ryff, 1989). Those who are high on autonomy dimension tend to use personal standards to evaluate themselves, able to resist to social pressures and show self-determination and independence. On the other hand, those who are low on autonomy dimension tend to depend on others while giving important decisions in their lives, are more interested in expectations and evaluations of others (Ryff & Keyes, 1995).

Ryff & Keyes (1995) investigated the degree of fit of theorized model. The data provided good fit for the model which proposed six components of psychological well-being. Best fitting model in Keyes et al. (2002) also indicated that eudaimonic and hedonic well-being were two associated latent constructs rather than one latent factor. They were highly correlated; however they managed to preserve their uniqueness as separate components. The existential aspects of eudaimonic well-being such as purpose in life and personal growth were reported to be the most differentiated parts from hedonic well-being. Similarly, Ryff (1989) found that self acceptance and environmental mastery were strongly related with life satisfaction, affect balance and morale. On the other hand, the rest of the dimensions were not found to be related to these assessment indexes. Ryff (1989) considered this finding as a support for her claim that some of the essential

aspects of positive psychological function have not been represented in previous measures of well-being.

The antecedents of well being have been investigated both at between and within person levels. It has been found that some personality traits were significantly associated with both SWB and psychological well being (Ryan & Deci, 2000a). Schumutte & Ryff (1997) discussed that the reported links between affective component of well-being and personality might be due to the fact that both measures had similar affective underpinnings and items. They predicted that six aspects of psychological well-being would be distinguished by unique personality variables. For instance, extraversion and conscientiousness were found to be related to self-acceptance, environmental mastery and purpose in life. Personal growth was linked with openness to experience and extraversion. The factors of positive relations were found to be related with agreeableness and to a lesser degree with extraversion. Neuroticism was found to be negatively related with self-acceptance, environmental mastery and to a lesser degree with purpose in life (Schumutte & Ryff, 1997). Thus, Schumutte and Ryff (1997) indicated that the relationship between well-being and personality correlates might be more complex than the previous studies have indicated.

Keyes et al. (2002) claimed that SWB and PWB are related concepts but deal with distinct aspects of positive functioning. They proposed a typological model. The on-diagonal types are those who have high or low levels in both types of well-being. Off-diagonal types reflect disparate levels on both types of well-being. They found that well-being was linked closely with education and age. Midlife and older adults with higher education were the ones who were most likely to be thriving in life and both had high perceived quality of life. Younger adults with less education reported to have low levels in thriving in life and low level of perceived quality of life. Younger adults with high education were thriving in life but reported low degree of perceived quality of life. Neuroticism strongly distinguished between on-diagonal types. It was strong predictor of life satisfaction and happiness. Extraversion and high conscientiousness discriminated

those who were high and low on both SWB and PWB. Those who were high on openness to experience had high levels of psychological thriving but low levels of happiness (Keyes et al., 2002).

Ryff, Singer, and Love (2004) also examined the biological correlates of psychological well-being. Higher levels of purpose in life, personal growth, autonomy, positive relationship with others and environmental mastery correlated with different biological correlates (i.e., neuroendocrine, immune, cardio-vascular, rapid eye movement (REM) sleep). The findings suggested that high eudaimonia was associated with better physical health (i.e., lower levels of daily salivary cortisol, pro-inflammatory cytokines, cardiovascular risk and longer duration of REM sleep). However, hedonic well-being correlated only with one biological indicator (i.e., the good cholesterol (HDL) levels).

Ryff, Love, Urry, Muller, Rosenkranz, Friedman, Davidson, and Singer (2006) argued that biology might provide some insights for exploring whether well-being and ill-being were distinct aspects or represent opposite sides of psychological functioning. The pattern of the results was more supportive for the distinction hypothesis. The seven biomarkers (i.e., cortisol, norepinephrine, DHEA-S waist-hip ratio, systolic blood pressure, HDL cholesterol, total/HDL cholesterol) were found to be related either to well-being or ill-being. That is, those variables that related to well-being were not found to be relevant to ill-being. Similarly, those which were associated with ill-being were found to be not related to well-being consistent with results provided by Ryff et al. (2004). Psychological well-being was more associated to biology than hedonic well-being. Only for two biomarkers (i.e., weight, glycosylated hemoglobin), there was an evidence of mirrored biological pattern. The results demonstrated higher well-being was related with lower biological risk, whereas higher ill-being was associated with higher biological risk.

The support for the independence view suggested that the knowledge about the causes, consequences, and correlates of one domain was somewhat not definitive for the other domain. Moreover, it seems that eudaimonia and hedonic

well-being do not share same neurobiological correlates.

Multidimensional Model of Ryff (1989) provides a distinct formulation of well-being compared to the hedonic view. It postulates six conditions for higher psychological well-being. Similar to findings of studies on subjective well-being, psychological well-being is also found to be associated with personality differences. It was found to be relatively distinct from subjective well-being (e.g., Ryff, 1989). Moreover, it is also found to be more strongly related to one's physical well-being as compared to subjective well-being.

In the next section, another theory, SDT which can be conceptualized within eudaimonic view is presented. But before presenting SDT, a short comparison of subjective well-being and psychological well-being is made.

1.1.3. A Brief Comparison of Eudaimonic and Hedonic Views

There has been a debate on which measures of well-being properly characterize psychological wellness. However, subjective well-being was used as a major outcome variable as well as the primary index in most of the well-being studies (Ryan & Deci, 2000). The researchers of hedonic view themselves indicate that SWB is only an aspect of psychological well being (Diener et al., 1997). They implied that they recognized that subjective well-being is just an important ingredient of healthy life but also not a sufficient one (Diener, Sapyta, & Suh, 1998). On the other hand, Diener et al. (1998) also argued that what constitutes well-being can no longer be prescribed by others (e.g., researchers), but individuals themselves should be allowed to decide whether they are satisfied with their lives depending on their own values, circumstances or aims. They also propose dimensions proposed by Ryff (1989) can not be seen as inevitably connected to happiness and their degree of importance could vary across cultures (Diener et al., 1998). On the other hand, as mentioned before, studies on psychological well-being indicated that it is related with various aspects of physical well-being as well more than subjective well-being is (e.g., Ryff et al,

1994). Furthermore, autonomy and relatedness (as probably the most susceptible dimensions of psychological well-being with respect to cultural influence) which are considered to be more salient in individualistic and collectivist cultures; respectively, were supported to be fundamental needs for optimal functioning in various cultural domains (e.g., Deci & Ryan, 2000; Vansteenkiste, Lens, Soones, & Luyckx, 2006).

Waterman (1993) attempted to determine whether it is possible to distinguish eudaimonic condition from hedonic state. He discussed that both feelings of personal expressiveness and self-actualization could be equalized to eudaimonia. Hedonic enjoyment is experienced when needs are satisfied whether physically, intellectually or socially. He defined eudaimonia as personal expressiveness or acting accordingly with person's true self.

Waterman (1993) proposed four categories that aim to distinguish different levels between two conceptions of well-being. The first category implies activities that give rise to both eudaimonia and hedonic enjoyment. Second category is composed of activities that are hedonically enjoyed but not give rise to eudaimonia. Third one involves activities that are neither hedonically enjoyed nor give rise to eudaimonia. The last category is comprised of activities that give rise to eudaimonia but are not hedonically enjoyed. The results showed that the activities which are experienced as personally expressive were also hedonically enjoyed ones. The frequency of personal expressive activities that did not lead to hedonic enjoyment was found to be rather lower in number. Feelings of personal expressiveness were accompanied with feelings of competence, assertiveness and had high degree of concentration whereas hedonic enjoyment was associated with feelings of excitement, contentment and happiness.

In sum, Waterman (1993) found that when the activity is experienced as personally expressive, it is more likely to be experienced as hedonically enjoyed. On the other hand, when the activity is perceived to be hedonically enjoyed, it is less likely to give rise to eudaimonia (Waterman, 1993).

The research on both subjective and psychological well-being has

increased considerably in the last four decades (e.g., Bradburn, 1969; Diener et al., 1993, Ryff, 1989). Subjective well-being is generally considered as an aspect of psychological well-being and has been quite popular in the field. It seems that both views' arguments are sound and also both types of well-being are valuable in people's lives. However, two points should be noted. Firstly, as seen in Waterman's (1993) results, eudaimonic well-being is more likely to lead to happiness, whereas the likelihood of hedonic well-being to lead to eudaimonic well-being is less likely. Secondly, higher psychological well-being is more likely to lead to higher psychical well-being as compared to hedonic well-being (e.g., Ryff et al., 2004).

1.1.4. Self Determination Theory (SDT)

Over past decades, SDT has evolved and emerged as mini-theories, namely; Cognitive Evaluation Theory (CET), Organismic Integration Theory (OIT), General Causality Orientation Theory (GCO) and Basic Psychological Needs Theory. Each theory deals with specific phenomena but when they are combined, they are assumed to cover all types of human behavior (Ryan & Deci, 2002).

These theories are presented in the following section in detail. Among them, Basic Needs Theory was used primarily in the present study. Therefore, before presenting each mini-theory, it is better to briefly mention about the key propositions of SDT with respect to Basic Needs Theory. That is, SDT proposes that three needs- the needs for competence, relatedness and autonomy- are essential for well-being. It is proposed that the social environments that provide the satisfaction of these needs will support healthy functioning, whereas environments that inhibit satisfaction will predict the opposite (Ryan & Deci, 2000).

1.1.4.1. Cognitive Evaluation Theory and Organismic Integration Theory

The research on Cognitive Evaluation Theory (CET) began with a question that whether extrinsic rewards decrease people's intrinsic motivation or not (Deci & Ryan, 1985a; 2002). Meta-analysis revealed that monetary and all contingent tangible rewards hinder intrinsic motivation (Deci & Ryan, 2000). The theory posits that reward is related to intrinsic motivation to the extent that it supports or hinders satisfaction of needs for autonomy, competence and relatedness (Ryan & Deci, 2002). Negative feedback inhibits perceived competence and therefore decreases intrinsic motivation. On the other hand, positive feedback enhances perceived competence and increases intrinsic motivation (Deci & Ryan, 1985a; Deci & Ryan, 2000). Autonomy-supportive contexts will satisfy competence, relatedness and autonomy needs of the people and in turn, they tend to influence the intrinsic motivation (Ryan & Deci, 2000b). Overall, CET proposes that intrinsic motivation will develop if the conditions are suitable to nurture it (Ryan & Deci, 2002).

Another mini-theory, Organismic Integration Theory (OIT) offers four types of regulations -external regulation, interjected regulation, identified regulation and internalization (integration)- that are related to intrinsic motivation (Deci & Ryan, 1985a; Deci & Ryan, 2000). Firstly, the conditions of non-regulation would lead to amotivation (Ryan & Deci, 2002). In external regulation, the behavior is seen under control of external contingencies such as tangible rewards or punishments. In external regulation, the contingent consequences are given to individuals by others whereas in introjected regulation, they are given to individuals by themselves such as in form of pride or shame. In introjected regulation, person complies in order to gain imagined approval or to escape from threats of guilt. The behavior is not valued, accepted or identified by the person as his/her own (Deci, Eghrari, Patrick, & Leone, 1994). This process reflects a partial internalization. In the identification process, people comprehend the meaning and

accept the values underlying the behavior. Still, the behavior is instrumental; it is done for the sake of value underlying it and not because it solely gives satisfaction (Deci & Ryan, 2000). External regulation, introjected regulation and identified regulation tend to lead to extrinsic motivation (Ryan & Deci, 2002). Integration represents fully internalization of external motivation and the behavior becomes in harmony with one's self (Deci, & Ryan, 2000). In integration, person values and identifies with the activity. That is, it is done volitionally and the person also accepts the responsibility for doing the behavior. When social context provides required nutrients for self-determination, integration process is more likely to occur. On the other hand, when the context fails to promote it, introjection is more likely (Deci et al., 1994). Alike with intrinsic motivation, internalization is defined as an active process and as a form of self-determined behavior. However, intrinsic motivation is considered the prototype of self-determined action. Therefore, intrinsic motivation differs from internalization and could not be seen as equal to it (Deci & Ryan, 2000). For instance, Sheldon, Turban, Brown, Barrick, and Judge (2003) indicated an example in aim of providing a better explanation for the regulations within a real life situation; that is

an employee may engage in a work behavior (such as assembling a computer) primarily to earn money or not to be punished by a supervisor (external motivation), primarily to avoid feeling guilty or to avoid being a bad worker (introjected motivation), primarily because of a genuine identification with her role in the company, and a real concern for the customer's need for a quality computer (identified motivation, which has been integrated into the person's sense of self). In none of these examples would it be intrinsically enjoyable, but in third case, it is at least tolerable and even meaningful (Sheldon et al., 2003, p. 363).

The findings of Deci et al. (1994) suggested that the contexts which support internalization and integration are those which provide a meaningful rationale and acknowledgment of feelings as well as those which are characterized with low levels of control. When at least two of these conditions are evident in the context, the context is assumed to promote internalization. The findings also suggested that self-determination supportiveness of the context would promote more internalization than controlling contexts (Deci et al., 1994).

As mentioned, the need for relatedness is also important for internalization and integration processes. People have a need to feel competent about the behaviors which are valued by significant others. The support for relatedness and competence tend to lead to introjection; on the other hand, only when people feel autonomous, integration -which constitutes a foundation for the behavior to be fully self-determined- is likely (Ryan & Deci, 2002).

Ryan and Deci (2000) state that success under controlled regulation leads to hedonic well-being but not eudaimonic well-being. It was shown that although some people might value and like to attain extrinsic rewards such as wealth and fame, they are likely to promote only a short period of happiness. On the other hand, the attainment of meaningful relationships and personal growth are more likely to promote eudaimonic form of well-being which is characterized as more enduring and deeper sense.

However, not just social contexts but also individual differences might be influential on self-determined behavior. In the next section, General Causality Orientation Theory which proposes three types of causality orientations is presented.

1.1.4.2. General Causality Orientation

Deci and Ryan (1985b) noted that “there seem to be substantial individual differences in people’s interpretations of, or orientations toward, initiating or regulatory events” (p.109). General Causality Orientation proposes that a person’s motivation and behavior in a particular situation is affected by both immediate social context and person’s inner sources. These inner sources are considered to be stemmed from the prior interactions with social contexts (Deci & Ryan, 2002).

They propose three orientations namely, autonomy orientation, control orientation and impersonal orientation (Deci & Ryan, 1985a; Deci & Ryan, 1985b). An individual difference measure, the General Causality Orientations (GCO) was also developed to measure the orientations (Deci & Ryan, 1985b).

Those who are high on autonomy orientation tend to experience high degree of choice in terms of the initiation and regulation of their own behavior. Control oriented people tend to do things because they think they should. They tend to be motivated by controlling events. Their behaviors tend to be organized in terms of both internal and external control. And lastly, those who are high on impersonal orientation tend to experience their behavior as not controlled by their intentional control and to consider themselves as incompetent (Deci & Ryan, 1985b).

The studies on influence of causality orientations on need satisfaction and well-being of employees are presented in the work context and employee well-being section.

1.1.4.3. SDT and Basic Needs Theory

SDT posits three basic psychological needs -autonomy, relatedness and competence- for essential psychological growth, integrity and well being (Ryan & Deci, 2001). Before, discussing basic psychological needs, the definition of needs within SDT should be provided. Needs are commonly defined as persons' conscious wants, desires or motives (Baard et al., 2004). However, SDT posits a distinction between basic psychological needs and desires or motives. In SDT, needs are defined at psychological level, as innate necessities and life-span tendencies (Deci & Ryan, 2000). According to SDT, needs must enhance well-being when they are satisfied (Ryan & Deci, 2002). On the other hand, some desires might hinder the satisfaction of basic needs, and therefore, inhibit well-being (Deci & Ryan, 2000). However, in many cases, people do not intend to act to satisfy their basic needs; instead they prefer to do things as they find them to be interesting or personally important (Deci & Vansteenkiske, 2004).

SDT's main assumption is that all individuals have natural, innate and constructive tendencies to develop a unified sense of self. According to SDT, healthy development is a function of complementary aspects of integrative tendency, which consists of autonomy and homonomy. Autonomy represents

tendency toward holistic self regulation (Deci & Ryan, 2002). Autonomy leads individuals to behave in a way that allows them to express their selves. It is often misunderstood and considered as equal to independence; however, SDT posits no antagonism between autonomy and dependence - this issue will be covered in detail in the following parts- (Ryan & Deci, 2002).

Homonomy represents tendency toward integration of one with others (Deci & Ryan, 2002). Homonomus aspect of integrative tendency is reflected by relatedness. It projects the need to feel oneself as being in relationships only for the sake of psychological sense of being with others and not for obtaining a certain outcome or status. Relatedness is concerned with the tendency to be connected with and be accepted by others. Similarly, Baumeister and Leary (1995) posit that “human beings have a pervasive drive to form and maintain at least a minimum quantity of lasting, positive and significant interpersonal relationships” (p.522) and propose that the need to belong is a fundamental and innate human motivation. According to Baumeister and Leary (1995), stable conditions of high belongingness would lead to a general positive affect, whereas chronic deprivation of it would lead to negative affect. That is, general well-being and happiness in life is strongly associated with having close and supportive personal relationships, whereas a lack of belongingness leads to severe deprivation and various forms of ill effects such as mental and physical illnesses. By this way, supporting SDT’s formulations, Baumeister and Leary (1995) argue that we should consider belongingness as a need rather than a want or a desire.

Lastly, the need for competence reflects a felt confidence in action but does not refer to skills or capabilities. It directs people to use their optimal capacity, consistently enhance skills and capabilities through the activity (Ryan & Deci, 2001). In short, need for competence involves experiences that one can effectively cause desired effects and attain outcomes; need for autonomy implies perceptions that one’s activities are congruent with the self, and the need for relatedness involves feeling that one is connected to significant others (Reis, Sheldon, Gable, Roscoe, & Ryan, 2000).

Ryan and Deci (2000) argue that they aim to explain diverse phenomena with a parsimonious point of view by proposing only three needs in their theory. Therefore, they state that they do not oppose that the list of needs could be expanded. However, they oppose to include possible nominees such as, needs of safety, security, meaning and self-esteem to the list. For instance, they argue that when safety and security needs are construed as a physical need, they do not seem to be relevant with the main aim of SDT as it specifically deals with health and growth of the self. With respect to meaning of life, they argue that when people are asked about the meaning of life, they often focus on experiences of relatedness, competence and autonomy. Furthermore, they also oppose to the idea that self esteem is a need. They note that secure self esteem is not labeled as a need but as an element of well-being. When self esteem becomes a need for any particular person, it is considered as largely defensive and could not be seen as connected to fully functioning process (Ryan & Deci, 2000).

Another important topic is whether need satisfaction should be balanced or not. Sheldon and Niemiec (2006) aimed to contribute SDT by examining the importance of balance of need satisfaction in addition to global score of need satisfaction. They mentioned there are times that people might experience imbalance in terms of the degree of need satisfaction of autonomy, competence and relatedness. When such an imbalance is evident, this might lead to stress and conflict which in turn influence the degree of well-being. In general, most of the eudaimonic frameworks support balance and harmony whereas hedonic framework supports intensity and quantity. Sheldon and Niemiec (2006) conducted three studies by using several measures of well-being to test the influence of balanced need satisfaction's role on well-being. The results indicated that three measures of need satisfaction and the balance score were positively associated with well-being. The balance score appeared as independent of the level of need satisfaction and found to be related with well-being. The findings also revealed that maximizing satisfaction of a particular need while ignoring others had adverse effects on well-being. Balanced need satisfaction was also

found to be independent from effects of neuroticism. This finding suggested that balance among the degree of satisfaction of three needs represent a different concept than that of neuroticism. Balanced need satisfaction also was found to predict well-being over a three month period (Sheldon & Niemiec, 2006).

As mentioned, those three innate needs are considered as essential for optimal development and psychological health of all people and dissatisfaction of these needs would foster ill-being, fragmentation and alienated functioning (Deci & Vansteenkiske, 2004). That is, these needs constitute the minimum requirements of psychological well-being and they are the nutriments that social environment must supply for people's growth (Ryan & Deci, 2001). Thus, the theory posits that basic needs are universal and are expected to be evident in all cultures. There may be different ways through which they are satisfied; however, their core characteristics will remain the same (Deci & Ryan, 2000). Furthermore, even though they are not valued by all cultures, inhibition of these needs will lead to negative consequences in all cultures (Ryan & Deci, 2001). Similarly, for instance, Baumeister and Leary (1995) specifically stated that as people are innately driven to have relationships to satisfy their need to belong, one would expect that it must be found in all humans and all cultures. This would not mean, however, that ways to express and satisfy this need is the same in all cultures (Baumeister & Leary, 1995).

Among the three needs, the most controversial one is need for autonomy with respect to its place in different cultural practices. For instance, Iyengar and Lepper (1999) state that American psychologists widely propose that providing choice will enhance sense of control and autonomy. They argue that, for Americans, autonomy and choice have an important meaning but for individuals with interdependent selves, the exercise of choice might have less value. They advocate that those with interdependent selves are more willing to fulfill the goal of belongingness instead of autonomy. They compared Anglo American and Asian American children's degree of intrinsic motivation in three conditions. In the first condition, participants gave their decisions on their own. In the second

condition, experimenter, a person who is a stranger for them, decided instead of the participants. And in the third condition, their mothers decided instead of the participants. It was found that both samples were significantly higher with respect to intrinsic motivation in personal choice than experimenter choice condition. When two groups were compared, Anglo Americans were found to display more intrinsic motivation in the personal choice condition. This result implies that in-group members and out group members were evaluated quite differently between two groups. That is, Asian Americans showed the highest motivation in mother's choice condition, whereas Anglo Americans exhibited the highest intrinsic motivation in personal choice condition (Iyengar & Lepper, 1999).

According to SDT's framework, the results of the study of Iyengar and Lepper (1999) stem from the fact that autonomy is mostly confused with independence. Consequently, the opposite of autonomy is often considered as dependence. However, in SDT's formulation autonomy refers to acting in accord with one's true self; his/her interests or values and is mostly different than independence or individualism (Chirkov, Ryan, Kim, & Kaplan, 2003). According to Chirkov et al. (2003), the opposite of autonomy is heteronomy. It refers acting under the influence of external forces or not acting accordingly to one's own values/interests. SDT also views dependence as opposite of independence. Independence is characterized as not relying others for support or any other social needs. Furthermore, they also stress that autonomy in SDT is in the form of "reflective autonomy" not in the form of "reactive autonomy" which is done for the sake of being reactive to external forces.

As stated before, Ryan and Deci (2000) argue that the social world might put more emphasis on one need over other(s), but in fact they should be seen as complementary rather than contradictory with SDT's point of view. That is, people in all cultures are in need of autonomy. On the other hand, the ways to express this need or the degree of attributing an explicit value on it might differ depending on the culture (Ryan & Deci, 2000). For instance, a person might be autonomously or heteronomously dependent or collectivist (Ryan, 2004). The

means of satisfying needs might vary depending on; for instance, culture or age, but value of need satisfaction remains the same. They are essential for fully functioning of human beings whether people acknowledge their importance and/or state they want them or not. When any behavior is well-integrated or internalized, the person experiences freedom of doing it. Chirkov, Ryan, and Willness (2005) propose that when cultural practice is well-integrated or internalized, its enactment is experienced as volitional or autonomous as the one identifies with its value. On the other hand, when a cultural practice is less well-integrated, its enactment depends on external regulation and introjected pressures. Although, all cultural practices are learned through socialization, they would have motivational power if only people internalize them. SDT also proposes that values and practices of a particular culture would be more easily integrated when they serve for satisfaction of needs for autonomy, competence and relatedness.

For instance, the study conducted on Canadian and Brazilian samples lent support on the above mentioned propositions of SDT. Results indicated that autonomy and well-being were clearly related in both samples, but the association was somewhat stronger for Canadian samples. Participants who experienced need support from their teachers and parents both had higher well-being and showed greater cultural identification regardless of their cultural background (Chirkov et al., 2005).

Another support was provided by the Chirkov et al.'s (2003) study. It was aimed to assess the individuals' experiences of autonomy in South Korea, Russia, Turkey and the U.S. These countries were proposed to represent both horizontal and vertical versions of collectivism as well as individualism. However, the researchers did not classify the cultures rather; they asked participants to indicate their perceptions for their countries' cultural category. They hypothesized that autonomy would have a significant value for well-being in all cultures and that cultural practices would not moderate the relationship between autonomy and well-being. This expectation was particularly important as autonomy is often

labeled as an individualist practice. The results indicated that the more autonomous behaviors were related to greater well-being in all countries. This finding is not only supporting the SDT's formulation that autonomy is vital for well-being; it also clarifies the distinction between autonomy and independence by stressing autonomy as a basic human concern regardless of the cultural context. They argued that if the person has internalized cultural values then, the person can be considered to be highly autonomous when he/she acts accordingly to these cultural values. They also hypothesized that vertical orientations, as providing harder conditions than horizontal orientations to satisfy the needs, would inhibit the internalization of cultural values (Chirkov et al., 2003). These results were supportive for the SDT's formulations that contexts were important in terms of facilitating self determination.

Sheldon, Elliot, Kim, and Kasser (2001) aimed to study the most satisfying needs within the U.S. and South Korean samples. The selected needs were stated as follows; need for autonomy, competence, relatedness, physical thriving, security, self-esteem, self-actualization, pleasure-stimulation, money-luxury and popularity-influence. They asked participants to describe most satisfying events within their lives and then rate the importance of each of them. The needs were also compared in terms of whether being the predictor of event-related positive and negative affect or not. The results of the study provided good support for the SDT's proposal that need for autonomy, competence and relatedness appeared among the top four most important needs within both the U.S. and South Korean samples. They also accounted for independent variance of affect related with the most satisfying events. Also, lack of three needs appeared at the top of the list for the most unsatisfying events for both the U.S. and the South Korean sample. On the other hand, need for self-esteem was found to be the most important need in U.S. sample and also ranked among the top four important needs within South Korean sample. This particular result, however, contradicted with the SDT's propositions. The researchers argued that firstly, self esteem might be proposed as a well-being outcome rather than as a predictor and secondly, the results with

respect to self-esteem could be seen as a broader manifestation of the need for competence. Supporting the SDT's propositions, need for autonomy also ranked among the most important four needs in both samples, whereas need for relatedness appeared as the most important need within South Korean sample. The results demonstrated that basic needs are vital for all humans, but again certain experiences might be emphasized more than others depending on the culture (Sheldon et al., 2001).

Overall, SDT posits three basic psychological needs, autonomy, relatedness, and competence, for essential psychological growth, integrity and well being. They are seen as the minimum requirements of psychological well-being and the nutriments that social environment must supply for people's growth. SDT posits that satisfaction of these needs promote SWB as well as eudaimonic well being (Compton et al., 1996, as cited in Ryan, & Deci, 2000). For instance, Deci and Ryan (1985) state that to the extent people are able to satisfy these three innate needs in a particular context, they will be more self-motivated and have greater well-being (as cited in Ilardi et al., 1993).

SDT was applied to various areas including organizational context. For instance, higher perceived autonomy support from significant others and quality of relatedness were found to be related to lower depression, higher well-being, vitality and life satisfaction of nursing-home residents (Kasser & Ryan, 1999). Another study which was conducted by Filak and Sheldon (2003) also revealed that students' degree of need satisfaction of competence and autonomy predicted their teacher and course evaluations whereas relatedness need satisfaction predicted teacher evaluations positively. They conclude that allowing students to learn on their own way, enabling tools for them to succeed and not using authoritarian style might provide intrinsically motivating and positive educational experience. Similarly, Veronneau, Koestner, and Abela (2005) found that three needs are positively related to one another and need satisfaction is related to children's and early adolescents' well-being.

The researches on organizational contexts are presented in the "perceived

work context and employee well-being” section in detail. Broadly, the findings of the organizational testing of SDT is congruent with the general proposition that autonomy supportive interpersonal contexts and environments are likely to enhance optimal development as they satisfy basic needs (e.g., Deci & Vansteenkiske, 2004).

1.2. Individual Differences in terms of Employees’ Subjective and Psychological Well-being

In this section, the literature on Balanced Integration Differentiation Model (İmamoğlu, 1998; 2003) and Big Five Model are presented. Firstly, as mentioned, individual differences have an important role in terms of individuals’ well-being. Big Five model have been tested in various studies and was confirmed to have a significant impact on well-being (e.g., Keyes et al., 2002). However, within organizational contexts, possible influential workplace variables might decrease the unique contribution of big five traits on employees’ well-being. Secondly, the uniqueness of the present study was that the self-construal types proposed in the BID Model was tested along with the possible determinants of workplace variables on employees’ well-being for the first time. It should be noted that, BID Model could be conceptualized under the eudaimonic view. The reason to present the model under the individual differences in terms of employee well-being section rather than under the section which provides the literature of the eudaimonic theories is that, BID Model were used as a primary index for both assessing individual and contextual differences with respect to degree of employee well-being in the present study.

1.2.1. Balanced Integration Differentiation (BID) Model

BID Model aims to elaborate the understanding of the relationship between individuation and relatedness and their roles in the self-system

(İmamoğlu, 2003). İmamoğlu (1998, 2003) challenged the assumptions of individualist tradition of mainstream psychology that firstly, independence and relatedness are opposites on a single continuum and secondly, independence from others reflects a developmental gain. Based on the gender and cross-cultural studies, she argues that independent self is an ideal of Western and male-biased mainstream psychology rather than a universal ideal and that also relatedness is underappreciated by the mainstream psychology (İmamoğlu, 2003).

Therefore, BID Model proposes a different view from general individualism-collectivism literature by postulating relatedness and individuation are not opposites but rather they are complementary yet distinct processes (İmamoğlu, 1998). The BID model assumes that people in different cultures have same basic needs for integration and differentiation and therefore both are vital for optimal human functioning (İmamoğlu, 1998). “The BID Model assumes that the natural order involves a balanced system resulting from the interdependent integration of differentiated components” (İmamoğlu, 2003, p.9). That is, human beings as parts of this natural order have properties for both interpersonal integration and intrapersonal differentiation (İmamoğlu, 1998, 2003).

The idea that overemphasis on the concept of autonomy, often at the expense of relatedness, is evident in the mainstream psychology has been pointed out by some other researchers as well (e.g., Kağıtçıbaşı, 2005; Sato, 2001). For instance, Kağıtçıbaşı (2005) stated that individualistic societies devalued relatedness whereas collectivistic societies devalued autonomy as a need. She proposed four self types (i.e., heteronomus-related, autonomous-separate, autonomous-related and heteronomus-separated) and four corresponding family models which are conducive for the development of each self construal (i.e., total interdependence-obedience, independence-self-reliance, psychological interdependence-order setting control and rejecting-obedience oriented), respectively (Kağıtçıbaşı, 1996). Both relatedness and autonomy are seen as basic needs and thus, autonomous-related self is proposed as a healthy developmental model by Kağıtçıbaşı (1996, 2005). On the other hand, although stating both as

basic human needs, she still seems to conceptualize them as “dialectic mutuality” or “coexistence of opposites” (Kağıtçıbaşı, 1996, p. 181). İmamoğlu and Güler-Edwards (2007) consider this “as a sign of how strong the roots of “opposing” assumption in psychology” (p. 119) as even Kağıtçıbaşı (1996) herself emphasized the importance of both needs. Furthermore, İmamoğlu and Güler-Edwards (2007) stated that Kağıtçıbaşı (2005) have used the term “integrative synthesis” with respect to her self-model, on the other hand, she continued to label her interdependence family model as dialectical synthesis in recent form her model. It should be noted once again that the essence of BID Model is that it conceptualizes individuation and relatedness as complementary constructs—instead of opposing—and vital needs for optimal human functioning and yet views them as distinct dimensions (İmamoğlu, 2003; İmamoğlu & Güler-Edwards, 2007).

Several other researchers have also mentioned that just as autonomy, relatedness is a fundamental need (e.g., Guisinger & Blatt, 1994). Furthermore, it is stressed that lack of relatedness would lead to ill-being and severe deprivation for people in all cultures (e.g., Baumeister & Leary, 1995; Ryan & Deci, 2001). For instance, Guisinger and Blatt (1994) stated that we need to recognize that healthy personality development involves equal and complementary emphasis on individuality and relatedness for both men and women. Similarly, Sato (2001) stated that “these two systems of self organization, labeled as autonomy and relatedness, are essential to a person’s well-being regardless of the culture or society to which the person belongs”(p. 89).

Furthermore, that individuation and relatedness can not be considered as opposites have been also indicated by other researchers (e.g., Chirkov et al., 2003; Kağıtçıbaşı, 2005; Realo, Koido, Ceulemans, & Allik, 2002; Ryan, 2004). İmamoğlu (2003) argued that the terms referring to individuation (e.g., autonomy, agency, independence) and relatedness (e.g., interdependence, connectedness) are varied in the literature. In fact, the differences between two concepts seem to vary with respect to the explanation attached to them. For instance, Chirkov et al. (2003) argued the notion that autonomy is considered as the opposite of

dependence stems from the fact that autonomy is mostly confused with independence. Furthermore, both relatedness and individuation are valued and considered as fundamental human needs in various cultures have been also supported by the research findings (e.g., Chirkov et al., 2005; Sheldon et al., 2001). Moreover, BID model's propositions are tested on Turkish, American and Canadian samples (İmamoğlu, 2003; İmamoğlu & Karakitapoğlu-Aygün, 2004; İmamoğlu & Karakitapoğlu-Aygün, 2006). As proposed, relatedness and individuation were found to be distinct from each other (İmamoğlu, 1998; 2003). For instance, self orientations were found to be distinct from each other across cultures (i.e., Turkish and American) and SES groups (i.e., lower and higher SES) in İmamoğlu and Karakitapoğlu-Aygün's (2004) study. That is, findings on several studies on BID Model have supported the assertion that these two orientations cannot be considered as opposing ends of a single continuum (e.g., İmamoğlu & İmamoğlu, 2007).

İmamoğlu (1998; 2003) argues that the BID model would help to explore the variability within societies in terms of self-construals as in general cultures are assumed to be more homogeneous than they actually are. This point of view has been supported by research evidence (e.g., İmamoğlu & Karakitapoğlu-Aygün, 2007). This point was also mentioned by other researchers. For instance, Lu (2006) argues that within culture variability may be as large as or even larger compared to between culture variability on any particular attribute.

Individuation refers to human beings' psychological need in actualizing themselves "to be differentiated as individuated persons" (İmamoğlu, 2003, p. 9). This tendency is labeled as intrapersonal differentiation orientation. High level of this orientation is labeled as individuation, whereas low level is referred to as normative patterning. Individuation refers to self-developmental tendencies in accordance with one's own intrinsic references, whereas normative patterning refers to becoming patterned out according to extrinsic referents. On the other hand, human beings also are proposed to be in need of being connected to others. This is referred to as the interpersonal integration orientation. High end of this

orientation is called as relatedness and low end is labeled as separatedness (İmamoğlu, 1998).

When the high and low ends of those dimensions namely, intrapersonal differentiation and interpersonal integration are combined, four types of self-construals may be obtained; i.e., separated-individuation, related-patterning, separated-patterning, related-individuation (İmamoğlu, 1998). The most differentiated type namely, separated-individuation represents the self-type commonly associated with the Western individualist societies as these societies assume individuation is achieved by being separated from others. On the other hand, related-patterning may represent the most integrated self-type which is commonly associated with the Eastern collectivist societies. Related-individuation is the most balanced type as it is proposed that satisfaction of both needs would lead to optimal psychological functioning for individuals. Lastly, separated-patterning represents the most unbalanced type (İmamoğlu, 2003).

İmamoğlu and Karakitapoğlu-Aygün (2004) studied the variation of self-directed and other-directed values among four self construal types in both Turkish and American samples. Firstly, it was found that the respondents from lower SES indicated less individuation compared to those from higher SES in Turkey. On the other hand, both groups from Turkey endorsed equal amounts of relatedness. Secondly, it was found that those with similar self type endorsed similar value orientations regardless of the cultural backgrounds (i.e., Turkish, American). For instance, those with related-patterned self type were found to be the least differentiated between self and other directed values and were found to be more other-directed or collectivist than those with other self types. (Note that, İmamoğlu and Karakitapoğlu-Aygün (2004) stated that individualism and collectivism should not be seen as equals with individuation and relatedness, respectively). The findings were overall evaluated as indicating cross-cultural similarity and within cultural variety (İmamoğlu, & Karakitapoğlu-Aygün, 2004).

BID Model also proposed four types of (family) contexts, namely; differentiative, integrative, unbalanced and balanced (family) contexts, which are

conducive for the development of the proposed self construal types in the model (İmamoğlu, 2003). Those four (family) contexts are asserted to vary in terms of the two basic dimensions of love-acceptance and restrictive control (İmamoğlu, 2003). For instance, a differentiative family context tends to be low in restrictive control and nurturance-relatedness and is conducive for the development of the separated-individuated persons. Separated-individuated individuals are autonomous but are detached from others. Differentiation needs tend to be overemphasized and relatedness needs tend to be undermined in such contexts (İmamoğlu, 2003).

Integrative family contexts tend to be characterized by overprotective control as well as conditional love and involvement. Social harmony and integration with family and other groups, meeting others' expectations tend to be emphasized in such contexts. Integrative family contexts are conducive for the development of related-patterned individuals (İmamoğlu, 2003).

Unbalanced family contexts tend to be characterized by high restrictive control and low nurturance-acceptance. Such contexts tend to be conducive for the development of separated-patterning. Separated-patterned individuals tend to be emotionally detached from others and cognitively patterned (İmamoğlu, 2003).

Balanced contexts tend to be characterized by low restrictive control and high nurturance-acceptance. Balanced contexts tend to provide appropriate atmosphere for the development of the related-individuated persons who tend to be able to satisfy both interpersonal integration and intrapersonal differentiation needs (İmamoğlu, 2003).

Perceived loving-accepting family atmosphere, being satisfied with one's self and family were found as the predictors of relatedness. Moreover, results showed that need for cognition (assumed as an indicator of intrinsic motivation) mediated the relationship between nonrestrictive family control and individuation (İmamoğlu, 2003). Related-individuated persons were represented by perceived low controlling and loving-accepting families. Moreover, related-individuated participants seemed to be the most satisfied with themselves and their families in

accordance with the propositions that these two needs are needed for optimal functioning of the individuals and that individuation does not require separatedness. Consistent with this proposition, Ryan and Lynch (1989) stated that it is attachment not detachment which would facilitate individuation. As stated similarly by İmamoğlu (2003), Ryan and Lynch (1989) emphasized the importance of attachment (or relatedness) not only for one's emotional consequences but also for individuation process by stating as "indeed, individuation is not something that happens from parents but rather with them" (p. 341). They also showed that emotional autonomy was associated with less felt security, greater perceived parental rejection. And in contrast, those with secure attachments with parent reported more emotional security with their friends as well. It is more likely that parents provide support for developmental tasks by creating an atmosphere of family cohesion and love. İmamoğlu and İmamoğlu (2007) expected that attachment security to be related with relatedness. On the other hand, when individuation is portrayed as "exploration of one's inner world" (p.543) and since attachment and exploration link could not be separated according to attachment theory, individuation was also expected to associate with attachment security. Here, BID Model considers relatedness and individuation as complementary constructs. The results indicated that across all types of relationships (i.e., attachment security with the family, peers and romantic partners), relatedness was positively associated with attachment security. Individuation was found to complement relatedness in an additive way with respect to its relationship with attachment security.

İmamoğlu, Günaydın, and Selçuk (2007) demonstrated that individuation and relatedness predicted authenticity and its four components which were proposed by Kernis and Goldman, whereas idocentrism and allocentrism predicted only some of the components of authenticity in Turkey. As expected, those with related individuated ones were found to be the most authentic self type. Therefore, tacit assumption that authenticity is only related with individualism was not supported in a collectivist context.

İmamoğlu and Karakitapoğlu-Aygün (2006) aimed to study within and across cultural variation in actual, ideal and expected relatedness with parents in Turkish and US contexts. Turkish respondents mostly varied from the Americans in terms of expected and to a lesser extent in terms of ideal relatedness. On the other hand, there was no difference between groups with respect to reports of actual relatedness with parents. Moreover, regardless of their degree of individuation, those with related self types reported more relatedness in actual, ideal and to some degree, expected terms compared to those with separated self type. The results of the study indicated that the main influence of culture was evident on perceived expectations of relatedness and to some extent, on ideal degrees of relatedness. That is, the influence of self construal was basically on actual relatedness with parents. Furthermore, those Turkish respondents from lower SES reported more ideal and, to some extent, actual relatedness compared to those from higher SES. With respect to gender, differences in relatedness with parents appear to be rather weak across contexts (İmamoğlu & Karakitapoğlu-Aygün, 2006).

İmamoğlu and Karakitapoğlu-Aygün (2007) demonstrated that Turkish and American participants reported similar amounts of emotional-relatedness, whereas they were found to differ with respect to relatedness of identities, with Turkish participants reported more related identities. The findings were evaluated as “reflecting the importance of emotional closeness as a basic need across cultures” (İmamoğlu & Karakitapoğlu-Aygün, 2007; p.157). The results also implied more within cultural difference in relatedness than across cultures, for instance those who were high on relational orientation indicated more emotionally close to their parents, regardless of their degrees of individuation. On the other hand, individuation was more associated with relatedness of identities which was found to be more important in differentiating across cultures.

Overall, BID Model proposes that interpersonal integration and intrapersonal differentiation are not opposites but complementary and distinct constructs. They are conceptualized as essential for optimal human functioning

and well-being. BID Model emphasizes the importance of contextual conditions for optimum human flourishing just as SDT and Multidimensional Psychological Well-being Model. As will be remembered, the importance of relatedness and individuation although labeled differently were also stated in Self Determination Theory (i.e., need for autonomy and need for relatedness).

With respect to individual differences, SDT proposes three types of causality orientations which vary on a single dimension namely; autonomy. On the other hand, BID proposes two dimensions to explore individual differences; namely, orientations of individuation and relatedness. Their combinations give rise to four self construal types. Similarly, in terms of investigating the influence of social contexts, SDT proposes the importance of autonomy supportiveness of the context on basic need satisfaction and well-being. Then, again it uses single dimension to differentiate between contexts. On the other hand, BID Model proposes four types of contexts vary along two dimensions of acceptance-love and control. Although, these dimensions were originally proposed to assess the characteristics of family contexts, they could be easily adapted to evaluate any other kind of social context. For instance, in terms of organizational context, these dimensions were re-named as autonomy supportiveness and relatedness supportiveness in the present study. Thus, as seen, it is considered that BID Model would provide a more comprehensive point of view than SDT by proposing two dimensions for comparisons both at individual and contextual level on well-being.

In the next section, selected literature on five trait dimensions (i.e., extraversion, conscientiousness, openness to experience, emotional stability, agreeableness) that are widely used to explore individual differences with respect to well-being (e.g., Diener et al., 2003; Ryff, 1989) is presented. As mentioned before, they were not used as the primary index for assessing individual differences on well-being. However, since well-being literature often cites that big five trait dimensions (e.g., Ryff, 1989) are connected with both types of well-being, their possible influence on well-being was also considered in the present study. However, it should be noted that they were treated as control variables,

rather than main research variables in terms of assessing individual differences, in the present study.

1.2.2. Five Factor Model (Big Five)

All human languages include terms which represent personality traits (McCrae & Costa, 1997). Personality traits are defined as “dimensions of individual differences in tendencies to show consistent patterns of thoughts, feeling and actions” (McCrae & Costa, 1990, as cited in McCrae, 2002). The idea that traits could be organized into factors which are made up of similar traits was mentioned by earlier personality psychologists such as Cattell and Eysenck (McCrae, 2002).

Originally, big five factors were discovered through factor analyses results of English-trait names. Lexical studies (e.g., Somer & Goldberg, 1999) examined personality factors in terms of trait adjectives from different languages (McCrae, 2002). It assumes that structure of personality is encoded in language (McCrae & Costa, 1997).

Furthermore, most of the researchers agreed that most traits could be represented in terms of five factors (McCrae, 2002). Five-Factor Model (FFM) is a comprehensive taxonomy of personality traits which seems to characterize personality structure in a variety of cultures (McCrae, 2002). It constitutes five broad factors of personality traits. They are named as Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience (McCrae & Costa, 1997). Individuals who are high in Neuroticism tend to be anxious, irritable, tense and moody, whereas those who are low in Neuroticism are likely to be calm and emotionally stable. Those who are high on Extraversion are likely to be lively, sociable, and energetic, whereas those who are low on Extraversion tend to be sober and taciturn. Openness to Experience represents individuals who have wide interests and being imaginative. Those who are high on Agreeableness are likely to be compassionate, affectionate, and modest.

Conscientiousness represents organization and purposefulness (McCrae, 2002; Srivastava, 2006).

McCrae (2002) and McCrae and Costa (1997) argue that the results of the lexical studies yielded somewhat mixed results; for instance, Extraversion, Agreeableness and Conscientiousness were found to be evident in the factor analyses but Neuroticism and Openness to Experience sometimes were not. McCrae (2002) states that this might be related to either trait structure is not universal or lexical approach is limited. McCrae and Costa (1997) argued the possibility that it is essential to have a constant measure and the researchers must use same traits to test big five structure in cross-cultural studies. However, with lexical approach, Somer and Goldberg (1999) replicated Big Five factor structure with Turkish trait adjectives. This study could be considered specifically important because Turkish language is an Altaic language which is far outside of the Indo-European group (e.g., English) where big five factors were first discovered. Similarly, McCrae and Costa's (1997) measure for big five, NEO-PI-R was translated into five languages and was tested in these five cultures (German, Portuguese, Chinese, Korean and Japanese). The results indicated strong evidence that big five personality structure is universal.

McCrae and Costa (1994) state that personality traits of all five dimensions indicate continuity from early childhood at least at a certain amount and are mostly fixed by age 30. They claim that the proposition that the personality traits are stable is widely accepted. They also state that stability of the personality traits would provide us some sort of predictability in our lives. They also point out that personality traits would interact with the conditions and could be expressed in various ways depending on each situation at hand. They also claim that we “act most freely when we express our enduring dispositions” (McCrae & Costa, 1994, p. 175).

Trait theorists view personality dispositions as highly stable in terms of time, situations, and the social roles (Sheldon, Ryan, Rwanthorne, & Ilardi, 1997). However, depending on the requirements of a particular role, trait expressions

might differ. Moreover, under some conditions cross-situational variability of trait expressions might be seen as natural and expectable. But, in general, highly discrepant modes of behaving might produce negative impacts on adjustment and well-being. According to organismic theories, to act congruent with one's true self within a social role or situation leads to a sense of being personally expressive or self-determined. According to those theories, not a variation of traits with respect to differential role expectations, but a variation from authenticity is considered to be the cause of ill-being. The results of Sheldon et al. (1997) indicated a systematic variation in big five personality traits as a function of social roles. The consistency of traits across roles was found as .80 which supported the idea that traits were global and stable. There was also a fluctuation in terms of felt authenticity based on the trait score across various roles. But, high role authenticity and low role conflict all uniquely predicted well-being. Therefore, contrary to expectations of the organismic theories, degree of felt authenticity could not outperform degree of perceived role conflict's influence on well-being. The researchers concluded that role conflict and authenticity might be partly distinct dimensions. "It appears that, more often than not, one's true self and one's trait self is one and the same" (Sheldon et al., 1997, p. 1392).

As stated, various studies provided support that big five traits tend to influence degree of well-being (e.g., Keyes et al., 2002). The results broadly point out that neuroticism was more important than any other trait dimension on subjective and psychological well-being. For instance, Vitterso and Nilsen (2002) conducted a study in Norway to analyze the relationship between happiness with neuroticism and extraversion. Secondly, they aimed to study the role of neuroticism compared to extraversion on happiness. They found that neuroticism explained three times more variance than extraversion does on SWB. Neuroticism had larger influence on negative affect and extraversion has on positive affect.

Overall, FFM is being used widely by the studies on personality and culture as well as on various practical implications (e.g., personality disorders, coping and quality of life). For instance, with respect to work domain, it was

found that emotional stability, extraversion, agreeableness and conscientiousness were related to job satisfaction to moderate degrees based on the results of meta-analysis by Judge, Heller, and Mount (2002).

1.3. Possible Determinants of Employees' Well-being at Work Context

There has been a great of interest on the variables that predict greater employee well-being during last decades. Furthermore, some frameworks which are dedicated to specifically explore the predictors of positive outcomes, processes and attributes of organizations and their employees are evident in the field. For instance, Positive Organizational Scholarship (POS) focuses on the positive outcomes, processes and attributes of organizations and their employees (Cameron, Dutton, & Quinn, 2003). POS is concerned with the attributes, processes, cultures, leadership which are conducive for positive functioning in organizations. It is interested in previously unexamined factors that could help to understand positiveness in organizations such as resilience, positive deviances, high quality conditions and authentic leadership (Cameron, Dutton, Quinn, & Wrzesniewski, 2003).

As seen there has been a progress in terms of the research which aims to study positive outcomes including employee well-being in the field. Congruent with these efforts both the possible impact of individual differences as well as work related variables were investigated with respect to their relationship to employees' well-being in the present study. In the next section, studies conducted on the relationship between leadership, organizational context and well-being of employees are presented. Lastly, brief comparison of Turkish public and private sector organizations are given.

1.3.1. Perceived Work Context and Employee Well-being

As mentioned, various studies have attempted to apply SDT to various

domains including work context (e.g. Baard et al., 2004; Ilardi et al., 1993). The studies are covered in this section are mainly the studies conducted by SDT researchers. Accordingly, in this section, the perceived work context is mostly discussed in terms of its support for autonomy and in turn, autonomy, relatedness and competence needs as well as several positive consequences (e.g., well-being).

In fact, importance of autonomy dimension with respect to work domain has been recognized by the previous research. For instance, in Hackman and Oldham's (1976, as cited in Goldstein & Rockart, 1984) Job Characteristics Model (JCM), which is considered to be one of the dominant paradigms in job design, autonomy is stated as one of five core job characteristics. These job characteristics are proposed as to relate with positive work-related outcome variables (as cited in Goldstein & Rockart, 1984). This proposition has been confirmed by various research findings (e.g., Goldstein & Rockart, 1984). For instance, Hornung & Rousseau (2007) found that autonomy positively influenced employee self-efficacy and in turn, was found to be associated with the successful implementation of organizational change. On the other hand, several researchers have recognized the importance of social integration along with autonomy dimension on positive job consequences. For instance, McCloskey (1990) indicated that those with low autonomy and low social integration reported lower levels of job satisfaction, work motivation, commitment and also less intention to stay on the job compared to those with low autonomy -high social integration, high autonomy-low social integration and high autonomy-high integration groups. Furthermore, those with high autonomy and high social integration levels indicated the highest degree of job satisfaction, work motivation and commitment as well as they had less intention to leave their organizations compared to other three groups of employees (McCloskey, 1990). In this section, firstly relevant research findings on SDT are presented. Then, as a contribution of the present study, based on BID Model, relatedness supportiveness dimension is introduced as a critical factor along with autonomy supportiveness dimension on employee well-being.

SDT posits that employees' motivation and well-being would depend on

the degree to which they experience psychological need satisfaction within that organization (Deci et al., 2001).

On why employees show no initiative ... the failure of internalization ... SDT suggests turning first to individuals' immediate contexts and their developmental environments to examine the degree to which their needs for competence, autonomy and relatedness are being or have been thwarted (Ryan & Deci, 2000, p.74).

Similarly, Ryan (1995) stresses the importance of individual differences as well as perceived contextual characteristics as by stating

how active, interested and authentic versus alienated one is in a given setting is thus not just a matter of pre-existing individual differences, but is also a function of immediate affordances related to basic psychological needs and the attitudes and perceptions with which one engages them (p. 417).

For instance, Deci, Cornell, and Ryan (1989) tested SDT in a work organization. They hypothesized that autonomy supportive work contexts would promote subordinates' perceptions, affect and satisfaction in terms of their work team and cooperation. In other words, it is proposed that if managers provide an autonomy supportive context, this would enhance subordinates' trust for corporation and satisfy their needs and in turn, it would promote their attitudes about work and their performance. The intervention was given to managers on how to raise autonomy in the work context. It was found that it was possible to change managers' orientation towards autonomy by training. Consistent with the predictions, the autonomy supportive context was correlated with subordinates' general satisfaction. Moreover, it was found that the impact of top management was more crucial than that of the immediate supervisor. Deci et al. (2001) found that fulfillment of needs in an organizational context enhanced well-being and job consequences. They found that autonomy supportive work climate promoted need satisfaction of three needs and in turn, enhanced task engagement and decreased anxiety of employees (Deci et al., 2001).

Hardi, Leone, Kasser, and Ryan (1993) revealed that after controlling the

effects of pay and job status, satisfaction of autonomy, competence and relatedness needs on the job was found to be related to general job satisfaction, satisfaction with the particular task, self esteem and mental health. This study provides evidence that when employees' experience autonomy, competence and relatedness in work settings, this would enhance their task performance, job satisfaction and psychological adjustment (Ilardi et al., 1993).

Deci, Ryan, Gagne, Leone, Usunov, and Kornazhava (2001) conducted a study with the aim of testing the generalizability of SDT propositions in work context. They note that previous studies tested SDT in American organizations which are characterized as highly individualist and privately owned. The study was conducted in Bulgaria and the US. Bulgarian work context is defined as mostly state-owned and more collectivist than that of the US (Deci et al., 2001). It was predicted that managerial autonomy support would lead to need satisfaction and, in turn, to greater task engagement and higher psychological well-being. The hypothesized model predicted need satisfaction as a mediator between managerial autonomy support and the outcomes, namely task engagement and well-being. The results revealed that autonomy support increased need satisfaction, in turn decreased anxiety and increased task engagement and general self esteem. The model was confirmed both in the US and Bulgaria which indicated an evidence for the notion that basic psychological needs may be universal.

Similarly, although not applied to work domain, BID model also emphasize the importance of the contexts with respect to their relevance to fully functioning of individuals. As will be remembered, BID Model proposes four types of contexts that vary along dimensions of acceptance and control. Balanced contexts tend to be characterized by low restrictive control and high nurturance-acceptance (İmamoğlu, 2003). When these propositions are considered within organizational domain, one might conclude that BID Model proposes that contexts which are high on autonomy-supportiveness and relatedness would be the most balanced ones for employee well-being. As seen that the main contribution of BID Model to SDT is that it adds perceived relatedness support as

a dimension to study the characteristics of organizational contexts for higher employee well-being.

However, perceived autonomy and relatedness support by leader is also likely to be influential on employee well-being. Therefore, selected literature on leadership its relevance to employee well-being is presented in the following section.

1.3.2.2. Perceived Leadership and Employee Well-being

“Leadership is one of the world’s oldest preoccupations” (Bass, 1990; p.3). Leadership is an attractive and universal phenomenon. The myths and legends about leaders and leadership are evident in almost every culture. From the earliest philosophers to recent researchers, many have attempted to define leadership in their own point of view (Bass, 1990; Smith & Peterson, 1988). Yet, “there is no consistently agreed-upon definition of leadership” (Dickson, Den Hartog & Mitchelson, 2003; p.730). Recently, GLOBE study, which aims to explore perceptions of leadership across cultures, defined organizational leadership as “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members” (House et al., 2002; p. 13).

Gilbreath and Benson (2004) indicated that first researches on the link between supervisor behavior and employee well-being started at late 1970s. The researchers concentrated on the variables that enhance well-being of the employees. Perceived autonomy supportiveness and concern appeared to be highly related to positive outcomes and higher degrees of employee well-being. For instance, Sparks, Faragher, and Cooper (2001) proposed that managerial pressure can have negative impact on employee well-being whereas managerial support such as effective communication appears to be an important factor for employee well-being. Furthermore, it is advocated that effective communication between managers and employees would improve the success of any interventions

developed in the aim of enhancing employee well-being.

Similarly, Keyes, Hysom, and Lupo (2000) state that coercive power is likely to influence subordinates negatively or might lead to negative feelings and other undesirable outcomes. When employees experienced more happiness and satisfaction, they reported higher levels of psychological and social well-being and more positive work outcomes (Keyes et al., 2000). For instance, Newton and Maierhofer (2005) reported that when employees perceived their leader as supportive, they indicated significantly higher levels of well-being. On the other hand, they stated that low levels of supportive leadership led to more negative consequences for employees when employees had values that were congruent with organizations, than incongruent values.

Similarly, Seltzer and Numerof (1988) found that those employees who perceived their supervisors as high on consideration indicated low burnout. They hypothesized that lower degree of perceived initiation of supervisor by employees would lead to ambiguity and thus be related with employees' burnout. However, this proposition received no support by the findings. Based on previous studies, Seltzer and Numerof (1988) also studied the influence of age, marital status, experience, formation and holding a supervisory position on burnout. The demographic variables explained only 2% of the variance where the perceptions for leader behavior explained 31% of the variance. This finding indicated that leader behaviors tend to have a direct impact on degree of subordinates' burnout.

Dierendonck, Haynes, Borrill, and Stride (2004) state that previous studies have generally considered the relationship between leadership and subordinates' well-being in terms of degree of experienced support. The findings of the longitudinal study indicated that supportive leadership which was characterized with trust, confidence, recognition and feedback were found to enhance subordinates' well-being. The results also showed that the relationship was not one-directional but bidirectional in nature.

Richer and Vallerand (1995) investigated the effects of autonomy-supportive, non-punitive controlling and punitive controlling supervisory styles on

subordinates' degree of self-determination and competence feelings as well as their level of intrinsic and extrinsic motivation. The results demonstrated that the autonomy-supportive supervisory style was associated with most positive effects, whereas the punitive-controlling style was related to the most negative effects. The degree of control exhibited by supervisors influenced the level of subordinates' intrinsic motivation whereas supervisory style seemed not to affect the level of extrinsic motivation. They also considered the possible influence of individual differences on the findings. In order to find out whether autonomy supportive style enhances the degree of intrinsic motivation or just maintains it, Richer and Vallerand (1995) compared participants who showed a high self-determined motivational profile (SDMP) with those who have low SDMP. In all supervisory conditions, the high SDMP participants exhibited more intrinsic motivation than the low SDMP participants. Those who have high SDMP perceived supervisors as more autonomy-supportive for both neutral and autonomy-supervisory styles than those with low SDMP. On the other hand, those with high SDMP perceived supervisors as more controlling than those with low SDMP in the punitive-controlling condition. It is indicated that those with high SDMP were more sensitive in terms of the information of control or support provided by the context compared to those who have low SDMP. They conclude that the perceptions of self-determination or competence mediate the relationship between supervisory styles and employees' degree of intrinsic motivation.

Similarly, Baard et al. (2004) considered both the effects of individual differences and the manager behaviors on need satisfaction at work. They found that employees' causality orientation and perceived manager autonomy support independently related to satisfaction of three intrinsic needs at work. That is, those who have higher autonomous causality orientation experienced greater intrinsic satisfaction. On the other hand, apart from employees' individual differences, perceived managerial support independently predicted the degree of need satisfaction. Moreover, in turn, higher need satisfaction predicted higher performance evaluations both by employees as well as their managers and higher

psychological adjustment of the employees (Baard et al., 2004).

Furthermore, Gilbreath and Benson (2004) provided another support that leader behaviors influence employees' global psychological well-being. They aimed to study the degree to which supervisor behaviors were related with employee well-being. They developed a supervisor behavior scale which includes a large variety of supervisor behaviors such as consideration, social support or job control. The findings demonstrated that supervisor behaviors had unique influence on the employee well-being beyond the variance explained by age, gender, social support, stressful life events, stressful work events and health practices. As the measure of psychological well-being was free of any items that focus on work, it was considered to lend good support that supervisors tend to influence employees' general psychological well-being significantly.

Another branch of researchers specifically aimed to describe the specific leader characteristics that are likely to lead to high degree of employee well-being. For example, based on SDT and their findings, Baard and Aridas (2001, as cited in Baard et al., 2004) suggested that most effective leaders are the ones who create autonomy, competence and relatedness supporting environments.

Ilies, Morgeson and Nahrgang (2005) proposed that authenticity has substantial importance in the process of leadership. Avolio and Gardner (2005) state authenticity means "to thine own self be true" (p. 319). The concept has its roots in Greek philosophy. Based on the humanistic psychology and current positive psychology movement, the current authentic leadership concept has flourished in previous years. Ilies et al. (2005) mentioned that it does not only influence the leader's well-being but also impacts on employees' well-being. They advocate that eudaimonic well-being should be an explicit criterion in POS. They adapted the model proposed by Kernis and Goldman which has four-components of authenticity into the leadership area. Then, authentic leadership is composed of self-awareness, unbiased processing, authentic behavior and authentic relational orientation. Self awareness of leaders together with development of truthful relationships leads to unconditional trust of followers and

increases their identification with the leader. Authentic leaders create contexts that are conducive for the positive emotions which in turn, lead to positive perceptions of followers. Personally expressive behaviors of leaders are considered to constitute a model for their followers as well. Authentic leaders are proposed to be more likely to provide conditions for skill development and autonomy, and are more likely to support self determination of their followers. Lastly, through positive social exchanges, followers are considered to be more likely to be elevated. Overall, Ilies et al. (2005) argue that the effects of leader on followers' eudaimonic well-being should be studied.

As seen, the studies on the link between leadership styles and employee well-being indicate that perceived leadership style is influential on employees' well-being. The findings and propositions cited above overall suggest that those leaders who enhance employees' self determination and are able to build meaningful relationships with them are probably the ones who would lead to higher employee well-being. On the other hand, some of the findings are also indicative for possible individual differences between employees that some might be more sensitive to certain leaders' behaviors than others (e.g., Richer & Vallerand, 2005).

In the following section, a brief literature review on Turkish public and private sector organization is given. As the data of the present study was collected from both public and private sectors, sector type was used among indicator variables in some of the analyses.

1.4. Turkish Public and Private Sector Organizations

In broader terms, "the public sector is the part of economic and administrative life that deals with the delivery of goods and services by and for the government" whereas "the private sector is fundamental part of the economy that is both run for profit and is not controlled by the state" (Wikipedia, 2007). The characteristics of work context of private sector and of public sector

organizations are often stated as different from each other. For instance, Mathur, Aycan & Kanungo (1996) found that private sector organizations in India were less bureaucratic, less formal and more autonomy supportive compared to public sector organizations. Moreover, they also indicated that private sector organizations were found to put more emphasis on internal locus of control and participation in decision making than public sector organizations. Similarly, Bourantas and Papalexandris (1999) stated that public sector organizations were more bureaucratic, less demanding of measurable results and competitiveness than private sector organizations in Greece.

In terms of the Turkish public sector organizations, the findings seem congruent with the aforementioned literature. For instance, Ateş (2004) described Turkish public sector organizations as generally large, mainly hierarchical-bureaucratic and rule-oriented. Turkish public employees are also secured with life-time employment. While mentioning about a typical Turkish public sector organization; Ministry of Health (MOH), Ateş (2004) stated that organizational culture is mostly concerned with preserving stability and status quo rather than accomplishing improvement and change. Although traditional-bureaucratic public administration is still salient, reform trends toward adopting private sector practices and styles are evident in Turkish public organizations as well (Ateş, 2004). Here, private sector is evaluated as entrepreneurial, adaptive and having an innovative culture (Ateş, 2004).

Recently, Global Leadership and Organizational Behavior Effectiveness (GLOBE) research program has focused on leadership perceptions in 61 nations (House, Javidan, Hanges, & Dorfman, 2002). A comprehensive study on leader perceptions on Turkish private sector was conducted by Kabasakal and Bodur (2004) as part of the GLOBE study. The study was conducted on middle managers working at financial and food processing sectors in Turkey. According to their results, autocratic, paternalistic and consultative leadership were found to be the most prevalent styles in Turkey (Kabasakal & Bodur, 2004). Autocratic

leadership represents leaders who make all the decisions, impose their own ideas, not interested in what others say about the way things should get done. Moreover, an autocratic leader is defined as someone who often criticizes others. Participants indicated negative feelings towards autocratic leaders. In paternalist leadership style, leader takes care of the followers and their families like a father, engages in social activities with them. Paternalistic leadership leads to unquestioned obedience of followers towards the leader. On the other hand, independent acts of followers are likely to be punished as paternalistic leaders expect full obedience from followers. Lastly, consultative leaders listen to their followers' ideas first and then give their decisions accordingly. This environment often makes people feel as a part of the team (Kabasakal & Bodur, 2004). Moreover, outstanding leadership is defined as decisive, team-integrator, visionary, having integrity, administratively competent, inspirational by the Turkish sample (Kabasakal & Bodur, 2004). Also, Hazar (2002) found that participative and charismatic leadership style was the most observed leadership style and was followed by authoritarian and paternalistic leadership in Turkey. The charismatic leadership was found as the most preferred leadership style, followed by participative, paternalistic and authoritarian leadership styles.

Paşa, Kabasakal, and Bodur (2001) stated that Turkish private sector organizations are mostly composed of companies which are run by family members. With respect to the characteristics of the Turkish private sector organizations, collectivism was reported to be the most prevalent value (Paşa et al., 2001). Collectivism was assessed through the dimensions of love and respect, maintaining humanity, helping each other, relatedness and good relations in the study (Paşa et al., 2001). This result may be considered as expected because Turkey is generally categorized under collectivist nations (e.g., Wasti, 2002). Thus, Sengupt and Sinha (2005) mentioned that as all organizations operate in the social milieu, socio-cultural factors possibly shape individual perceptions as well as their interactions with their supervisors and colleagues. Moreover Paşa et al. (2001) also found that autocratic-hierarchical leadership was rated as the most

prevalent leadership style in Turkey. It was followed by paternalistic-considerate style. As Paşa et al. (2001) only considered the characteristics of Turkish private sector and therefore could not provide possible comparisons of the findings for private sector organizations with public sector organizations. In another study, Tengimilioğlu (2005) reported that Turkish private sector was perceived to be significantly friendlier, and was found to be able to create a friendlier atmosphere compared to the public sector leaders. Moreover, Özmen (2005) indicated that Turkish employees perceived their managers as far less people-oriented as they wanted them to be compared to task-orientation. She stated that this might imply the greater importance attributed by employees on people-oriented behaviors (Özmen, 2005).

Overall, the findings indicate that Turkish public sector organizations are mostly bureaucratic-hierarchical and rule oriented. On the other hand, it seems that, as operating under collectivist cultural context, private sector organizations are also affected by the general culture. However, depending on the fundamental characteristics of private organizations (i.e., being profit oriented and not controlled by state) might lead them to more open to support autonomy and relatedness as they would be expected to be more likely to be open to new ideas and be flexible in order to increase motivation, effectiveness as compared to public organizations.

1.5. Research Questions of the Study

The main aim of the present study was to explore possible determinants that give rise to higher subjective and psychological well-being of Turkish private and public sector employees.

In the present study, main emphasis is on the self-construal types proposed by the BID Model which vary along dimensions of individuation and relatedness orientations. It was aimed to explore whether those with different self construal

types (i.e., related-patterned, individuated-separated, individuated-related and separated-patterned) vary in terms of their perceptions of leader behaviors and work context, degree of need satisfaction at work and well-being (life satisfaction and psychological well-being). There are earlier studies which investigated the influence of individual differences other than trait dimensions (i.e., causality orientations) on employee well-being. In some of those studies, the possible impact of the perceptions for leader or context in terms of autonomy supportiveness were also studied along with the influence of individual differences on well-being and basic need satisfaction at work. However, firstly, these studies are limited in number, and secondly, they generally investigated individual differences and the perceptions for leader and/or context with respect to autonomous causality orientation and autonomy supportiveness, respectively (e.g., Ilardi et al., 1993). The present study, on the other hand, aimed to explore the possible influences of both individuation and relational aspects at both individual (i.e., in the forms of self construal types and of self orientations) and contextual level (i.e., perceived autonomy and relatedness supportiveness of context and leader) on employee well-being.

In the following section, research questions are presented and related rationale and predictions for each research question are provided. Lastly, the proposed models which aim to explore the interrelations among the variables included in the study are presented.

1.5.1. Research Question 1

First research question of the study is stated as follows:

Do perceived degree of autonomy supportiveness and relatedness supportiveness of both leader and work context differ as a function of self-construal types, sector type and gender?

1.5.1.1. Rationale and Expectations for Research Question 1

First research question aims to study the possible influence of differential self construal types on the perceptions of leader and work context. The scope of the perceived leadership behaviors and perceived context characteristics were limited by two dimensions; first was autonomy-supportiveness and second was relatedness-supportiveness, in this study.

Social context in organizations is one of the influential variables on individual well-being (e.g., Dierendonck et al., 2004). Studies on SDT indicate that work conditions and employees' well being might be interconnected (Ilardi et al., 1993). Deci and Ryan (1987) summarized in their review article that when contexts are autonomy supportive, they lead to greater interest, more creativity, a more positive emotional tone, higher perceived competence than contexts which are controlling. For instance, Baard et al. (2004) hypothesized and provided support that those who were high in autonomy orientation experienced greater intrinsic need satisfaction because they were found to experience authorities as more autonomy supportive and to orient toward aspects of the context that support self regulation than others. The findings of the Baard et al.'s (2004) study might be better explained by the propositions of Deci and Ryan (1987) regarding the consequences of support for autonomy and control of the behavior. As mentioned before, Deci and Ryan (1987) state that there are differences between people in terms of the functional significance they attach to contextual factors. As mentioned elsewhere, they are labeled as causality-orientations and they refer to whether one orients toward autonomy-supportive or controlling factors which exist in the contexts (Deci & Ryan, 1987).

The term orients toward factors encompasses a range of processes including acting on the context to create those factors, seeking contexts that contain those factors, selectively attending to those factors in the context, or projecting those factors into the contexts. Then having oriented

to those factors, the person is predicted to respond accordingly (Deci & Ryan, 1987, p. 1033).

In this sense, when autonomy causality orientation is chronic in one, we might expect he/she is likely to orient toward to certain aspects of context that support autonomy in turn, is likely to perceive the situation or the other person as for instance, more autonomy supportive than others.

Furthermore, according to the earlier research findings, perceived leader behaviors are also influential on employees' work related outcomes and general well-being (e.g., Gilbreath & Benson, 2004; Seltzer & Numerof, 1988). In general, it is found that leaders who are perceived as supportive and those who demonstrate low control over employees are more likely to enhance employee well-being compared to those who demonstrate restrictive control and/or no consideration (e.g., Baard et al., 2004; Ilies et al., 2005). For instance, Baard et al. (2004) demonstrated that those who have autonomous causality orientation perceived their managers as more autonomy supportive than others (Baard et al., 2004). On the other hand, it was also found that those who are high on self-determination are more sensitive to supervisory control (Richard & Vallerand, 2005). Those who are high on self determination profile showed less intrinsic motivation when leader behavior was perceived as controlling compared to those who were low on self-determination profile. Similarly, when the leader showed less control, those with high self-determination profile indicated higher intrinsic motivation than those with low self-determination profile (Richard & Vallerand, 2005). Therefore, the results of Richard and Vallerand's (2005) study indicated that there might be an interaction between individual differences and leadership behaviors on employees' perceptions rather than pure impact of individual differences on perceptions.

However, as seen, SDT takes only autonomy supportiveness influence on well-being into consideration in the studies on organizational settings. Thus, although SDT emphasizes the role of satisfaction of relatedness need within social contexts (e.g. Ryan & Deci, 2002), related studies only assess the autonomy

supportiveness characteristics of the context or the leader in the previous studies (e.g., Baard et al., 2005; Deci et al., 2001). On the other hand, BID Model proposes four types of self construal types stemmed from the dimensions of relatedness and individuation namely; i.e., separated-individuation, related-patterning, separated–patterning, related-individuation. Moreover, it proposes four contexts that are conducive for the development of these self construal types. Although they are proposed for the familial contexts originally, these contexts are easily applicable for the studies within organizational settings. Furthermore, the argument that Deci and Ryan (1987) made on autonomy causality orientation would be quite relevant and applicable for the relatedness dimension as well. A person also might orient toward relational aspects within the context or of another person (e.g. actual leader). By this way, in terms of his/her orientation toward relatedness or separatedness, the person might perceive the context or the leader as more or less relatedness-supportive, respectively.

Based on the above arguments, it was expected that those who are high on individuation (i.e., related-individuated and separated-individuated self-construal types) might perceive their work context as higher on autonomy-supportiveness than other self-construal types. Moreover, in a similar vein, it was expected that those who are high on relatedness (i.e., related-individuated and related-patterned self construal types) might perceive their work context as higher on relatedness-supportiveness than other self types. Similarly, it was expected that those who are high on individuation (i.e., related-individuated and separated-individuated self-construal types) might perceive their leader as higher on autonomy-supportiveness than other self types. Moreover, in a similar vein, it was expected those who are high on relatedness (i.e., related-individuation and related-patterning self-construal types) might perceive their leader as higher on relatedness-supportiveness than other self types.

No specific predictions were made with respect to the influence of the interactions between sector and self construal types, gender and self construal types and main effects of gender on perceptions both for the leader and work

context. However, based on the relevant literature provided, private sector organizations were expected to be higher on perceived autonomy and relatedness supportiveness compared to public sector organizations.

1.5.2. Research Question 2

Second research question of the study was stated as follows:

Do degrees of satisfaction with respect to basic needs (i.e., need for relatedness, competence and autonomy at work) and of well-being (i.e., life satisfaction, psychological well-being) differ as a function of self-construal types, sector type and gender?

1.5.2.1. Rationale and Expectations for Research Question 2

As noted before, it has been found that those who are high on autonomous orientation perceive higher degree of well-being and need satisfaction (e.g., Baard et al., 2004). SDT also proposes that both social contexts and enduring individual differences (i.e., autonomous, heteronomous (or controlled) and amotivated causality orientations, Deci & Ryan, 1985) influence people's attainment of intrinsic need satisfaction (e.g., Baard et al., 2004) and in turn, it would lead to differential levels of well-being. On the other hand, balanced self construal type proposed by the BID Model has been found to promote both types of well-being (İmamoğlu, 2003; İmamoğlu & İmamoğlu, in preparation).

Based on the literature reviewed; firstly, it was expected that those who are high on relatedness (i.e., related-individuated and related-patterned self-construal types) would perceive higher relatedness need satisfaction whereas those who are high on individuation (i.e., related-individuation and separated-individuated self-construal types) would perceive higher autonomy need satisfaction than others. There is no specific prediction made for need for competence satisfaction.

Secondly, it was expected that, those with balanced self construal type would be significantly higher in well-being (i.e., psychological well-being, life satisfaction) than those with unbalanced type (e.g., İmamoğlu and İmamoğlu, in preparation). Furthermore, relational orientation would be more likely to be related with affective consequences (i.e., satisfaction) compared to individuational orientation (e.g., İmamoğlu, 2003). Then, it was also expected that those who are high on relational orientation (i.e., related- individuated and related-patterned self-construal types) would perceive more life satisfaction than those with low relational orientation.

1.5.3. Research Questions 3 and 4

Third research question was stated as follows:

Which are the most influential variables among demographic variables (i.e., age, tenure, income satisfaction, sector type, employees' education level and marital status), individual-related variables (i.e., extraversion, openness to experience, conscientiousness, emotional stability and agreeableness, relational orientation and individuational orientation), work-related variables (i.e., perceived autonomy and relatedness supportiveness of organizational context and leader), on basic need satisfaction (i.e., satisfaction of need for autonomy, relatedness and competence)?

Fourth research question of the study was stated as follows:

Which are the most influential variables among demographic variables (i.e., age, tenure, income satisfaction, sector type, employees' education level and marital status), individual-related variables (i.e., extraversion, openness to experience, conscientiousness, emotional stability and agreeableness, relational orientation and individuational orientation), work-related variables (i.e., perceived autonomy and relatedness supportiveness of organizational context and leader)

and the degree of basic need satisfaction at work (i.e., need for autonomy, need for relatedness and need for competence) on well-being (i.e., life satisfaction and psychological well-being)?

1.5.3.1. Rationale and Expectations for Research Questions 3 and 4

Previous studies have implied relationship between well-being and various demographic variables. Therefore, possible influence of big five trait dimensions and demographic variables were also considered. For instance, it is found that income satisfaction is more strongly related with life satisfaction for those with extrinsic motivated people than did intrinsic motivated people (Malka & Chatman, 2003). It was also found to be more strongly related with life satisfaction of people from those poorer nations than wealthy nations (e.g., Oishi, Diener, Lucas, & Suh, 1999) where Turkey was categorized under poor nations. Therefore, it may be likely that income satisfaction explains independent variance of life satisfaction of Turkish employees based on the previous findings. Furthermore, personality differences between employees in terms of big five trait dimensions might be important as the direct influence of these traits on well-being had been indicated in the previous studies noted above. Various studies have tested and found evidence that big five traits were predictive for both psychological well-being and life satisfaction (e.g., Diener et al., 2003; Ryff, 1989). Therefore, it is important to test the influence of self-construal types as well as the other work related variables together with the big five trait dimensions on general well-being of the employees in order to capture the unique influence of each variable on well-being. That is, big five traits were used as control variables in the present study.

As will be remembered, basic need satisfaction was used as the direct predictor of well-being in SDT studies therefore; basic need satisfaction at work was also included among the other predictors of well-being of the employees. The previous studies on SDT revealed that higher degree of satisfaction of the three

innate needs is related to higher job satisfaction, job performance, job satisfaction and well-being (e.g., Deci & Ryan, 1989; Ilardi et al., 1993).

More specifically, psychological well-being, as being composed of self-developmental and relational aspects, it is expected to be associated mostly with self orientations and need satisfaction. For instance, Karakitapoğlu-Aygün (2004) found that individual and relational self descriptions were related with emotional well-being in Turkish adult and university student samples. Furthermore, Big Five traits were found to be significantly related with it. On the other hand, life satisfaction is defined as individuals' own evaluations of what are important in their lives and their degree of being satisfied with them. Therefore, it is possible that demographic variables may be more likely to be related with it. As relational aspects are more likely to be connected with affective consequences, life satisfaction was expected to be more related with relational aspects rather than with individuational ones.

1.5.4. Proposed Models

Lastly, interrelations among variables included in the present study were tested by two versions of proposed models. In the first version, broadly, it was predicted that both individuational and relational orientations would influence basic need satisfaction at work and in turn, would predict life satisfaction and psychological well-being of employees. Also, relational orientation would directly predict psychological well-being and life satisfaction whereas individuational orientation was expected to be related with psychological well-being. The second version was more complex compared to the first model, as possible influence of the work related variables were included into the model.

1.5.4.1. Proposed Model 1

As seen in the Figure of Proposed Model 1, it was predicted that self

orientations would influence basic need satisfaction and in turn, they would influence well-being namely, psychological and subjective well-being (i.e., life satisfaction). Also, relational orientation would directly predict psychological well-being and life satisfaction whereas individuational orientation was expected to be related with psychological well-being. Therefore, Model 1 proposes a partial mediation of self orientations and well-being over need satisfaction.

Here, note that each need was not put into model separately, but three needs were combined (i.e., need satisfaction at work) to create a composite score of basic need satisfaction for the model. Previous studies indicated, for instance, need for autonomy and relatedness were highly and positively correlated (e.g., Vaansteenkiste, Lens, Soenes, & Luycky, 2006). It was also stated that the balance of satisfaction from each need is more important rather than having high need satisfaction from just one need for well-being (e.g., Sheldon & Nimenic, 2006). In the present study, it was found that three needs were highly and positively correlated ranging around and higher than .50. It seems that both the correlation among needs and research evidence mentioned above represent support for the complementary relationship among them. In line with these findings, in order to better represent the complementary relationship among needs and to be able to evaluate their global influence in the model, they were put into model as a single variable.

The first proposed model of the study is given below in Figure 1.

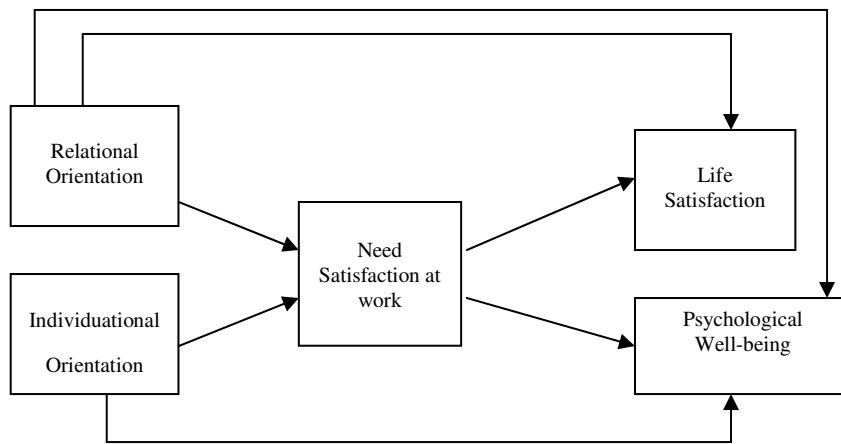


Figure 1. Proposed Model 1

1.5.4.2. Rationale and Expectations for Proposed Model 1

It was found that those high on autonomous orientation perceive higher degree of well-being and need satisfaction (Baard et al., 2004). However, BID Model states that not just individuation but also the relatedness orientation would also uniquely influence the degree of well-being of the individuals. For instance, the balanced self construal type, which is construed as high ends of both orientations in the BID Model, is proposed to promote both types of well-being (İmamoğlu, & İmamoğlu, in preparation). Therefore, we might expect that both orientations would be directly related with experiences of need satisfaction at work and well-being. It was also expected that individuational and relational orientations would influence well-being indirectly over perceptions of need satisfaction at work. Some earlier research findings were considered to be supportive for these indirect paths. In another example, Baard et al. (2004) found support for the model in which autonomous causality orientation significantly predicted need satisfaction which in turn, significantly predicted performance evaluations at work and general adjustment. There are some other related research findings which also indicated that higher degree of need satisfaction at work is related to higher job satisfaction, job performance and well-being (e.g., Deci and

Ryan, 1989; Ilardi et al., 1993). Those findings are considered in line with the present study's expectations that need satisfaction would be related with well-being.

1.5.4.3. Proposed Model 2

Firstly, relatedness supportiveness of work context and leader were combined and was labeled as relatedness supportiveness of context. Furthermore, autonomy supportiveness of work context and leader were also combined and was labeled as autonomy supportiveness of context. The rationale behind this decision was that actually when one considers about the work context, the perceptions for the leader and general work context may be represented as a global factor since they might have a complementary relationship. The correlation between relatedness supportiveness of leader and context was found as .52, $p < .001$. The Cronbach's alpha of composite score which was made up of items of the subscales for relatedness supportiveness of leader and context was found to be .86. The correlation between autonomy supportiveness of work context and leader was found as .37, $p < .001$. The Cronbach's alpha of composite score which was made up of items for the subscales for autonomy supportiveness of leader and context was found to be .83. These findings were considered to be supportive of the decision for putting relatedness supportiveness of leader and context as well as autonomy supportiveness of leader and context as single variables into the model.

As seen in Figure 2, it is predicted that relational orientation and individual orientation would influence the perceptions for the autonomy supportiveness of context and relatedness supportiveness of work context, respectively and in turn, they would influence basic need satisfaction and lastly, in turn, need satisfaction would influence psychological and subjective well-being (life satisfaction). Moreover, it was expected that relational orientation would also directly influence both the basic need satisfaction and all kinds of measures for well-being whereas individual orientation would only predict need

satisfaction and psychological well-being directly. Then, a partial mediation model was proposed.

Second proposed model were tested for public and private sector organizations separately, as well.

The second proposed model of the study is given below in Figure 2.

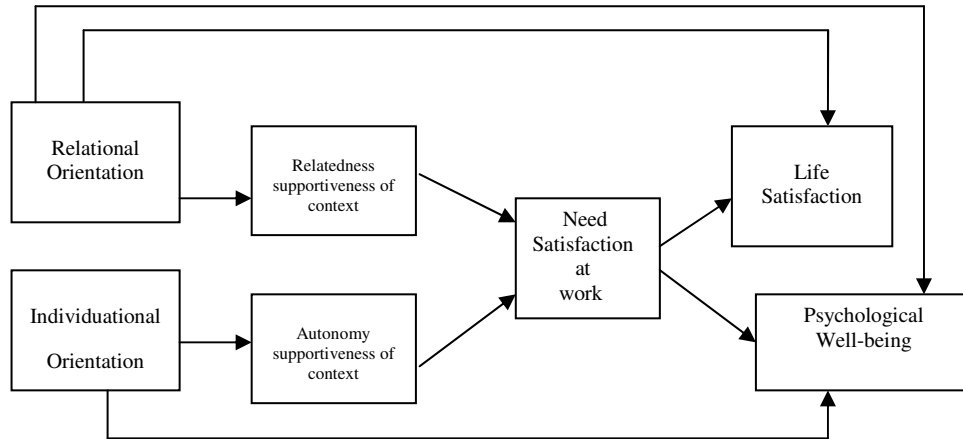


Figure 2. Proposed Model 2

1.5.4.4. Rationale and Expectations for Proposed Model 2

As mentioned before, the difference of second proposed model than the first model lies in the addition of the perceptions for autonomy and relatedness supportiveness of work context into the second model. As seen in the Figure 2, the perceptions for context; which is made up of perceptions for work context and leader, are proposed to mediate between relational and individuational orientations and need satisfaction at work. Actually, it is one of the main propositions of SDT that the contexts which promote autonomy supportiveness would lead to basic need satisfaction and they would be related in turn, both to subjective and eudaimonic well-being. Similarly, BID Model proposes that

balanced contexts tend to be characterized by low restrictive control (hence, autonomy) and high nurturance-acceptance and they would be associated with optimal psychological functioning but, the latter would be more associated with positive affective consequences (e.g. job satisfaction) (İmamoğlu, 2003). Here, no direct path from contextual support to well-being is proposed however partial mediation over need satisfaction to well-being from both types of contextual support was expected.

Individuational orientation was expected to relate with perceived autonomy supportiveness of context whereas relational orientation was proposed to relate with relatedness supportiveness of context as consistent with the previous predictions of the present study.

CHAPTER 2

METHOD

2.1. Participants

Three-hundred-ninety employees from the public and the private sector organizations working in Ankara and İstanbul participated in the study. Mahalanobis distance scores for each participant were computed and were compared to the critical values of the chi-square table. Seven participants were found to have higher scores than the critical value. They were considered as multivariate outliers and consequently, excluded from the data.

Among the final 383 participants (154 women and 229 men), 192 of them were public sector employees, whereas 191 of them were private sector employees. The means for age and work experience were 34.48 years and 11.27 years and they ranged between 19 to 63 years and 1 to 45 years, respectively. The participants were mostly university graduates (65, 3%), 17.8% of them had high school diplomas where 14.9 % of them had graduate degrees and lastly, 1.8 % of the participants had doctorate degrees. Two-hundred-nineteen participants were married, whereas 155 of them were single. Eight participants stated they were divorced or widowed.

For the public sector, 58 participants were women and 134 were men with

mean of age and work experience of 36.02 years and 12.54 years, whereas they ranged between 21 to 60 years and 1 to 40 years, respectively. In terms of private sector, 96 of the participants were women where 95 of them were men. The participants had a mean of age and total years of service of 32.95 years and 10.00 years whereas they ranged between 19 to 63 years and 1 to 45 years, respectively.

During data collection, it was aimed to collect multioccupational data. Furthermore, it was also aimed to obtain data from various fields in order to capture a broader picture of both public and private sectors. For instance, the data were collected from one-hundred-eighteen different organizations in total. The highest frequencies of data from the public sector were provided from several ministries, education, banking, and communication services. On the other hand, the highest frequencies of the data from the private sector were obtained from banking, communication, broadcasting and education services.

2.2. Measures and Procedure of the Study

The participants filled out the questionnaire forms either accompanied by the researcher or provided their responses via e-mail. E-mails were composed of attached questionnaire form and a message which included brief information about the researcher as well as the content and purpose of the study. They were sent to the contact persons who were working in that particular organizations and were sent to the participants via e-mail by that contact person. It was assured that the number of participants from a particular organization was not exceeding 20, in order to obtain data from a variety of organizations. Filled questionnaires were sent back to the researcher either directly or via that particular contact person.

The scales included in the form were Balanced Integration Differentiation Scale (BIDS) (İmamoğlu, 1998), Basic Need Satisfaction at Work Scale (Ilardi et al., 1993), Perceived Autonomy and Relatedness Supportiveness of the Work Context Scale (İmamoğlu, 2006), Perceived Autonomy and Relatedness Supportiveness of the Leader Scale (adapted from the GLOBE Turkish results for the present purposes, Paşa et al., 2001), The Satisfaction with Life Scale (SWLS)

(Diener, Emmons, Larsen, & Griffin, 1985), Multidimensional Psychological Well-being Scale (Ryff, 1989), BIG FIVE Scale- Short version (adapted from Goldberg & Somer, 1999 for the present purposes), items developed for job and income Satisfaction. The responses for all scales ranged from 1 to 5, where 1 represents completely disagree and 5 represents completely agree. The reverse items for all scales were recoded before the analyses. The participants also provided demographic information.

2.2.1. Balanced Integration Differentiation Scale (BIDS)

The BIDS was used to assess the self-construal types of the participants in this study. BIDS which was developed by İmamoğlu (1998), has 29 items and two subscales (see at Appendix A). Interrelational-Orientation subscale consists of connectedness in personal relations, approval of connectedness in personal relationships and attachment to family. It includes 16 items. A high score on the subscale indicates feelings of relatedness where low score represents separateness. Cronbach's alpha coefficients were found as .80 and .91 for adult and university students sample, respectively (İmamoğlu, 2003). Self-Developmental-Orientation subscale consists of being intrigued by oneself, developing one's potential and not yielding to a normative frame of reference (İmamoğlu, 1998). It includes 13 items. A high score represents a self-developmental tendency toward individuation whereas a low score indicates a tendency toward normative patterning. Cronbach's alpha coefficients of the subscale were found as .81 and .74 for the adult and university students sample, respectively (İmamoğlu, 2003). İmamoğlu and Karakitapoğlu-Aygün (2006) reported that Cronbach's alpha values of individual orientation and relational orientation were .77 and .86, respectively for Turkish university students whereas .71 and .86, respectively for American students.

The results of the Cronbach's alpha coefficients for the subscales revealed that item 29 from the Interrelational-Orientation subscale and item 20 from the Self-Developmental-Orientation subscale were found to have relatively lower

degree of item-total correlations and found to decrease alpha coefficients of the total subscales. Therefore, the items were extracted from the scale in the present study. The final Cronbach alpha coefficients were found as .83 and .70 for the Interrelational-Orientation (15 items) and the Self-Developmental-Orientation subscales (12 items), respectively.

2.2.2. Basic Need Satisfaction at Work Scale

Basic Psychological Need Scale (Ilardi et al., 1993) is a family of scales; one version is designed to assess basic need satisfaction at relationships, other aims to measure need satisfaction in general and lastly, one addresses the basic need satisfaction at work. Basic Need Satisfaction at Work is cited as the most often used scale among them (Deci & Ryan, 2002). As mentioned, Basic Need Satisfaction at Work Scale (Ilardi et al., 1993) aims to assess the degree to which subordinates experience satisfaction of relatedness, competence and self determination needs at work (see at Appendix E). It has three subscales. The competence subscale consists of 6 items. The Cronbach's alpha coefficient of the subscale was found as .81 and .73 for the Bulgarian and American samples, respectively (Deci et al., 2001). The relatedness subscale consists of 8 items. The Cronbach's alpha coefficient of the subscale was found as .57 and .87 for the Bulgarian and American sample, respectively (Deci et al., 2001). The self determination subscale consists of 7 items. The Cronbach's alpha coefficient of the subscale was found as .62 and .79 for the Bulgarian and American samples, respectively. Vaansteenkiste et al. (2006) also reported alphas of need for autonomy, competence and relatedness as .61, .66 and .79 for a sample of Chinese university students.

The scale was translated into Turkish by İmamoğlu (2004). İmamoğlu (2004) used the version designed for interpersonal relationships domain in a study on both student and adult samples. The only difference between this version and the version used in the present was that "at work" phase was added at the end of each item in basic need satisfaction at work scale. Cronbach's alphas for

relatedness, autonomy, and competence need satisfaction subscales were .70, .72 and .66 (İmamoğlu, 2004). In the present study, the Cronbach's alpha coefficients were found as .70, .85 and .70 for the autonomy, competence and relatedness subscales, respectively. As seen, both studies reported similar scores of alpha coefficients. Furthermore, alpha coefficients for all three subscales were overall slightly lower than the original alpha coefficients obtained from the U.S. sample; on the other hand, they were slightly higher than the coefficients obtained for both the Bulgarian and Chinese samples. Then, the findings were considered as a support for the use of the scale for assessing psychological need satisfaction at work within present the study.

The alpha coefficient for the whole scale, which was composed of 21 items, was found to be .85 suggested the scale had good level of internal consistency among its items over all. It was reported that an item was omitted from competence need subscale and alpha of total scale composed of 20 items was found as .81 (İmamoğlu, 2004). As seen the alpha coefficients of the present study and İmamoğlu's (2004) study was similar with respect to total scale. Moreover, Vaansteenkiste et al. (2006) also reported that alpha score of total need satisfaction scale was found to be .87. As seen total version of need satisfaction scale was found to have higher internal consistency compared to alpha scores of separate subscales of it according to the findings of both the present study and the Vaansteenkiste et al. 's (2006) study.

Higher scores represent higher degree of satisfaction for autonomy, relatedness and competence.

2.2.3. Autonomy and Relatedness Supportiveness of the Work Context Scale

Perceived (Family) Atmosphere Scale (PFAS) by İmamoğlu (2003) was originally developed to measure perceived family context. In the present study, the scale was adapted in order to assess the perceived autonomy and relatedness support in the work context (see Appendix D). The original scale consists of 12 items that measure love-acceptance and control dimensions of one's environment.

PFAS includes 8 items and its alpha coefficient was reported as .87 (İmamoğlu, 2003). The restrictive control subscale has a Cronbach's coefficient of .69. It includes 4 items (İmamoğlu, 2003). Similarly, Perceived Autonomy and Relatedness Supportiveness of the Work Context Scale (İmamoğlu, 2006) has 12 items. It has 7 items on autonomy supportiveness dimension and 5 items on relatedness supportiveness dimension. The higher scores for subscales represent higher levels of perceived autonomy supportiveness and perceived relatedness supportiveness within the work organization.

The factor analysis and Cronbach's alpha coefficients of the scale are given at Table 1 below. The factor analysis with Principle axis factoring analysis was performed with varimax rotation. The cut-off point for item loadings was selected as .35. The factor analysis revealed two factors with eigenvalues over 1, as expected. The total explained variance of the scale was % 43.37. Item 9, which was expected to appear in the relatedness supportiveness dimension, appeared under the autonomy supportiveness dimension. Moreover, item 1 had almost same amount of loadings on both subscales (-.57 and .58) for relatedness and autonomy supportiveness subscales, respectively) which is considered to imply that the item does not correspond for the required measurement criteria. Therefore, these two items were omitted from the final scale.

Table 1. Factor Analysis of Autonomy and Relatedness Supportiveness of Work Context Scale
 Summary of Items and Factor Loadings for Varimax Rotated Two-Factor Solution for POC Scale: Eigenvalues, Percentages of Variance and Cronbach's alpha coefficients. (N = 383)

Item	Factor 1 Relatedness supportiveness	Factor 2 Autonomy- supportiveness
12. Has compassionate, warm relationships	.61	.39
2. Is detached, unconcerned(R)	.60	
7. Is suitable for employees to built good relationships	.59	.43
5. Is Rewarding	.59	.43
11. Employees are trusted and delegated responsibility	.57	.37
10. Is restrictive, repressive(R)		.64
8. Allows employees to take initiative.	.48	.59
1*. Is controlling(R)	-.57	.58
4. Is punitive (R)		.50
9*.Inhibits communication(R)	.35	.48
3. Allows to act free		.48
6. Is repressive with respect to organizational expectations (R)		.47
Eigenvalues	2.64	2.57
Explained variances (%)	21.86	21.48
Cronbach's Alpha Coefficients	$\alpha=.79$	$\alpha=.71$

*Items are extracted from the final scale and alpha coefficients were computed after they were extracted.

Note: Reverse (R) items were recoded before factor analysis.

2.2.4. Psychological Well-being Scale

The model of psychological well-being includes six distinct components, namely; autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, self-acceptance, of psychological well-being.

Psychological Well-being Scale was developed by Ryff (1989) in order to represent and assess these components. Originally, each component included 20 items but in order to accommodate time, the scale was shortened (Ryff & Keyes, 1995). The shortened scale consists of 18 items in total, where each component is represented with 3 items selected from the original 20 items. All scales include positive and negatively keyed items (Ryff & Keyes, 1995). In the present study, the 18-item shortened Psychological Well-being Scale was used (see Appendix B).

The correlations between the shortened scales with the parent scales ranged from .70 to .89. The factor analysis confirmed the six-factor model with a single-second order factor called psychological well-being. LISREL analyses also supported the six-factor model as superior to other possible factor structures. Items of each component strongly and positively correlated with only those of its scale. This indicates short version of the scale provides to meet psychometric criteria (Ryff & Keyes, 1995).

The scale was translated into Turkish by İmamoğlu (2004). Cronbach's alpha coefficient of total scale was reported as .79 (İmamoğlu, 2004). The Cronbach's alpha coefficient of the scale in total was found as .74 in the present study which is consistent with the one found by İmamoğlu (2004). Total scale was used in the presented study; the factors of the scale were not used as separate measures. Higher scores for the scale represent higher degree of psychological well-being.

2.2.5. Satisfaction with Life Scale (SWLS)

Satisfaction with Life Scale (Diener et al., 1985) was developed to obtain respondents' overall life satisfaction (Pavot and Diener, 1993). The scale has five items which are global rather than specific in nature (Diener et al., 1985). By this way, it allows respondents to weigh the domains of their lives with their own point of view and it provides a global judgment of their life satisfaction (Pavot and Diener, 1993). The items of the scale are all positively keyed (Pavot and

Diener, 1993) and higher scores from the scale represent higher level of life satisfaction (Diener et al., 1985).

The factor analysis of the scale yielded a single factor solution. Two-month test re-test correlation was found as .82 where alpha reliability coefficient was found as .87 (Diener et al., 1985). It correlated negatively with clinical measure of distress (Pavot and Diener, 1993). The scale's correlation with domain satisfactions was found as .57. This result indicates global life satisfaction and domain satisfaction are not equivalent constructs; on the other hand, they also share common variance (Pavot & Diener, 1993). Overall, the scale showed favorable psychometric properties (Diener et al., 1985) and has a potential to be used as a cross-cultural index of life satisfaction (Pavot & Diener, 1993).

The scale was translated into Turkish by İmamoğlu (2004). İmamoğlu (2004) reported that alpha coefficient of the scale was found as .88 in a study on student and adult samples. The Cronbach's alpha value of the scale was found as .76 in this study which is similar to the one which was found by İmamoğlu (2004). Furthermore, the factor analysis of the scale confirmed one factor solution with an explained variance of % 52.3. Higher scores from the scale indicate higher degree of life satisfaction (see scale in Appendix C).

Table 2. Factor Analysis of Life satisfaction Scale: Summary of Items and Initial Single Factor Loadings for Life Satisfaction Scale:Eigenvalues, Percentages of Variance and Cronbach's alpha coefficient. (N=383)

Item	Single Factor
2. The conditions of my life are excellent.	.75
4. So far I have gotten the important things I want in life.	.74
3. I am satisfied with my life.	.74
1. In most ways my life is close to my ideal.	.73
5. If I could live my life over, I would change almost nothing.	.63
Eigenvalue	2.61
Explained variance (%)	52.31
Cronbach's Alpha Coefficient	$\alpha=.76$

2.2.6. BIG FIVE Scale - Short version

Somer and Goldberg (1999) selected an initial set of 2200 Turkish person-descriptive adjectives. Among these adjectives firstly the terms describing physical characteristics and appearance were excluded, and then remaining 1300 terms were given to participants. They were asked to evaluate first, the familiarity of each term and secondly, the usefulness of the term in describing someone's personality. By also using some other criteria, the final item pool consisted of 179 pairs of variables. Two studies were conducted to test the factor structure and item loadings of the adjectives. In both studies, items below .30 were excluded. The factor analyses from both studies supported the five-factor model namely, extraversion, agreeableness, conscientiousness, emotional stability and openness to experience (Somer & Goldberg, 1999).

For the present purposes, a short version of this scale was used to assess the participants' personality characteristics (see Appendix D). Five items were selected by the thesis advisor and the author to represent each factor.

The factor analysis results for the items confirmed five-factor solution. The factor analysis and Cronbach's alpha coefficients of the scale are given at Table 3 below. The factor analysis with Principle axis factoring analysis was performed with varimax rotation. The cut-off point for item loadings was selected as .35. The factor analysis revealed five factors with eigenvalues over 1, as expected. The total explained variance of the scale was % 51.5. Item 16 appeared under the agreeableness factor. However, the item belongs to the emotional stability factor with respect to its content and the findings of the original study by Goldberg and Somer (1999). Therefore, the item was excluded from the final scale and the final version of the emotional stability factor is composed of four items instead of five. The higher scores on each subscale represent higher degree of agreeableness, extraversion, emotional stability, openness to experience and conscientiousness.

Table 3. Factor Analysis of Big Five-Short Version Scale

Summary of Items and Factor Loadings for Varimax Rotated Two-Factor Solution for Big Five Scale: Eigenvalues, Percentages of Variance and Cronbach's alpha coefficients. (N=383)

ITEM	Factor 1 Conscientiousness	Factor 2 Openness to Experience	Factor 3 Extraversion	Factor4 Agreeableness	Factor 5 Emotional stability
10. self-disciplined	.83				
9. principled	.77				
8. conscientiousness	.68				
7. controlled	.59				
6. hard-working	.56				
23. progressive		.76			
25. open to experience		.70			
22. experimental		.66			
24. creative		.61			
21. broad-minded		.50			
5. energetic			.72		
4. self-confident			.67		
3. social			.67		
2. extraverted			.66		
1. rash			.45		
12. agreeable				.75	
13. understanding				.74	
11. acquiescent				.60	
*16. Self-possessed				.56	
15. conciliatory				.44	
14. sensitive				.40	
20. untroubled					.81
19. calm					.78
17. stable					.69
18. tranquil					.37
Eigenvalues	2.84	2.73	2.65	2.46	2.19
Explained variance (%)	11.36	10.94	10.59	9.86	8.76
Alpha coefficients	.84	.81	.81	.77	.76

*Item 16 was excluded from the final scale, the alpha coefficients of the ES subscale were computed over four items accordingly.

2.2.7. Perceived Autonomy and Relatedness Supportiveness of the Leader Scale

In order to assess perceptions of the leader in terms of autonomy and relatedness supportiveness dimensions, 16 items were selected from Turkish

GLOBE findings. As there is no previously developed scale available for this specific purpose, it was decided to use the items recently collected from Turkish employees as part of GLOBE study. Global Leadership and Organizational Behavior Effectiveness (GLOBE) research program has focused on leadership in 61 nations (House et al., 2002). GLOBE aimed to investigate the interrelationships between societal culture, organizational culture and organizational leadership. One of the main research questions of GLOBE was whether leadership attributes are universally or culturally endorsed (House et al., 2002).

Paşa et al., (2001) elaborated and discussed GLOBE's results of the Turkish sample. In order to assess ideal leader preferences in Turkey, qualitative data were collected and in-depth interviews were made. Qualitative results indicated that leader behaviors might be grouped broadly as relationship orientation, task orientation, participation and charismatic/transformational leadership (Paşa et al., 2001). In the present study, six items were selected from relationship orientation to represent relatedness supportiveness dimension and 10 items were selected both from participation and charismatic/transformational leadership dimensions to represent autonomy supportiveness dimension by the thesis advisor and the author. Although not all items directly represent perceived degree autonomy or relatedness supportiveness of leader, those items were selected, because they were considered to represent a leader who could be a role model for his/her employees (e.g., an authentic leader, Ilies et al., 2005). This would, in turn might encourage employees to behave in similar ways and might promote perceived autonomy and relatedness support indirectly (e.g., Ilies et al., 2005). The thesis author and thesis adviser translated the items into Turkish. With respect to initial study's results, items which were grouped under an unexpected third factor were excluded from the scale.

Final version of the scale consisted of nine items (see Appendix F). Factor analysis with varimax rotation revealed a two-factor solution. The cut-off point was selected as .40. The factors, item loadings, explained variance and alpha

coefficient of each factor are given at Table 4.

Table 4. Factor Analysis of Perceived Autonomy and Relatedness

Supportiveness of the Leader Scale:

Summary of Items and Factor Loadings for Varimax Rotated Three-Factor Solution for the Scale: Eigenvalues, Percentages of Variance and Cronbach's alpha coefficients.

Item	Factor 1	Factor 2
8. is open to self-development	.76	
5. is curious and creative.	.75	
6. encourages innovations and new ideas	.72	(.46)
7. is flexible-minded, evaluates from multiple perspectives.	.71	
9. is not self-confident (R)	.44	
1. Supports his/her staff and shows care for them		.79
2. Creates an environment where people can tell their ideas to each other openly.		.74
3. Is empathetic , understands people's feelings.	(.43)	.67
4. Is not concerned with the private problems of followers (R)		.50
Eigenvalues	2.96	2.6
Explained variances (%)	32.89	29.30
Cronbach Alpha Values*	.89	.86

2.2.8. Items for Job and Income Satisfaction

Single items were developed for the present research purposes to measure participants' job satisfaction and income satisfaction (see in Appendix G). Wanous et al. 's (1997) meta analysis, it was found that the correlation between single item measures of job satisfaction and scale measures of overall job satisfaction was .63, $p < .01$. Although they advised researchers to prefer a well constructed scale over single item measures, they also mentioned that if the use of a single item is indicated, it might be done in the knowledge that they are acceptable. In a similar vein, in a study on Turkish employees, Eker, Tüzün, Daşkapan, and Sürenkök (2004) found that the correlation between single item

and total job satisfaction measures were .57. Based on these findings, in this study, rather than a well constructed scale, it was preferred to use a single item measure in order to conserve time since job satisfaction was beyond the scope of the present study.

CHAPTER 3

RESULTS

Analyses for each research question and proposed model are presented in the results section in order. To test first and the second research questions, series of Analyses of Variance (ANOVA) were conducted and Tukey post-hoc procedure was used for follow-up analyses. For ANOVAs, four self construal types proposed in the BID Model was computed with respect to low and high groups on relational and individuational orientations by using the medians of each orientations 4.13 and 3.42, respectively. For testing third and fourth research questions, a series of multivariate regression and correlation analyses were conducted. For testing the proposed models, Structural Equation Modeling (SEM) with LISREL was used.

ANOVA analyses for the first and second research questions revealed that none of the main effects of gender as well as the interactions effect between gender and self-construal type was significant. Therefore, gender was deleted as a predictor from further analyses in ANOVAs (see relevant F-test results in Appendix I).

3.1. Results for Research Question 1

First research question of the study aimed to investigate whether perceived autonomy supportiveness and relatedness supportiveness of both leader and work context differ as a function of self-construal type as well as self-construal type and sector type interaction. Possible influence of sector type and of its interaction with self construal types on the perceptions for leader and work context were also considered. As mentioned above, in order to test research questions, a series of ANOVAs and Tukey post-hoc analyses were computed.

3.1.1. Perceived Degree of Autonomy and Relatedness Supportiveness at Organizational Context as a Function of Self-Construal Type and Sector Type

Two separate 2 (sector type: public vs. private) x 4 (self construal types: separated-patterned, separated-individuated, related-patterned, related-individuated) ANOVAs were computed on perceptions for organizational context. In terms of autonomy supportiveness dimension, higher means represent the context is perceived as higher on autonomy supportiveness whereas lower means represent that the context is perceived as less on autonomy supportiveness. On the other hand, for relatedness supportiveness dimension, higher means from organizational context represent that the context is perceived as higher on relatedness supportiveness whereas lower means represent that the context is perceived as less on relatedness supportiveness. Means, standard deviations and ANOVA results for perceived relatedness supportiveness of organizational context as a function of self construal type and sector type are presented in Tables 5 and 6, respectively. Means, standard deviations and ANOVA results for perceived autonomy supportiveness of organizational context as a function of self construal type and sector type are presented in Tables 7 and 8, respectively.

Table 5. Means, Standard Deviations and ANOVA Results of Perceived Relatedness Supportiveness at Work Context as Function of Self-Construal (N = 383)

Self-construal Type													F	η_p^2
Separated- Patterned			Separated- Individuated			Related- Patterned			Related- Individuated					
M	SD	N	M	SD	N	M	SD	N	M	SD	N			
3.32 ^{ab}	.75	91	3.14 ^a	.77	99	3.71 ^c	.83	100	3.53 ^{bc}	.79	93	9.79***	.07	

Note: Subsample means not sharing subscripts are significantly different from each other at least at $p < .05$ level, according to Tukey HSD post-hoc analysis.
*** $p < .001$

Table 6. Means, Standard Deviations and ANOVA Results of Perceived Relatedness Supportiveness at Work Context as Function of Sector Type (N = 383)

Sector Type							F	η_p^2
Public			Private					
M	SD	N	M	SD	N			
3.29	.83	192	3.56	.77	191	11.06**	.03	

Note: Subsample means not sharing subscripts are significantly different from each other at least at $p < .05$ level, according to Tukey HSD post-hoc analysis.
** $p < .01$

As seen in Table 5, main effect of self-construal types ($F(3, 380) = 9.79$, $p < .001$, $\eta_p^2 = .07$) for perceived relatedness supportiveness at work context was found to be significant. According to Tukey HSD post-hoc analysis, those employees who had separated-individuated self construal type ($M = 3.14$; $SD = .77$) reported their organizational context significantly less relatedness supportive than those who had related-individuated ($M = 3.53$; $SD = .79$) and related-patterned self construal types ($M = 3.71$; $SD = .83$). Those with separated-patterned ($M = 3.32$; $SD = .75$) self construal types did not significantly differ either from those with separated-individuated or related-individuated self construal types but indicated significantly lesser degree of perceived relatedness supportiveness than those with related-patterned self construal type. Moreover,

main effect of sector type ($F(3, 380) = 11.06, p < .001, \eta_p^2 = .03$) on perceived degree of relatedness-supportiveness at work context was significant, as given in Table 6. The results indicated that public sector employees ($M = 3.29; SD = .83$) perceived their work context significantly less relatedness supportive compared to private sector employees ($M = 3.56; SD = .77$).

Furthermore, self-construal and sector type interaction term on perceptions for relatedness supportiveness of the work context was also significant ($F(3, 380) = 11.06, p < .001, \eta_p^2 = .03$). Lastly, when the η_p^2 s are compared, it seems that main effect of self type had relatively higher impact compared to those of main effect of sector and the interaction term.

Plotting of the interaction is given in Figure 3 (see relevant means and standard deviations in Appendix J).

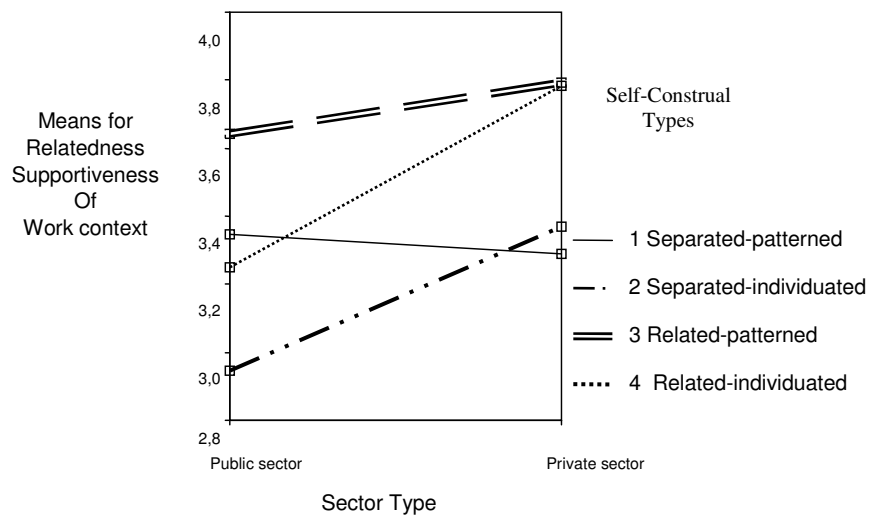


Figure 3. Self-Construal and Sector Type Interaction on Perceived Relatedness Supportiveness of Work Context

According to Tukey HSD results, among public sector employees, those with separated-individuated ($M = 2.94; SD = .76$) self construal types reported significantly lower degree of relatedness supportiveness at work context than those with related-patterned self construal type and no other significant difference was found among groups. In terms of private sector employees, separated-

individuated ($M = 3.37$; $SD = .73$) and separated-patterned ($M = 3.29$; $SD = .76$) self construal types reported significantly lower degree of perceived relatedness supportiveness at work compared to those with related-patterned ($M = 3.79$; $SD = .81$) and related-individuated ($M = 3.78$; $SD = .66$) self construal types.

Tukey-Kramer test for unequal samples was calculated by hand by using the formula cited in Hovardaoğlu (1994, p.136) to figure out the significant differences both within and between groups and across sectors with respect to the results for interaction term. It was found that those public employees with separated-patterned ($M = 3.35$; $SD = .79$) self construal type reported significantly less degree of relatedness supportiveness at work than those private sector employees with related-patterned ($M = 3.79$; $SD = .81$) and related-individuated ($M = 3.78$; $SD = .66$) self construal types. Those public employees with separated-individuated ($M = 2.94$; $SD = .76$) self construal types indicated significantly lower degree of relatedness supportiveness at work than those private sector employees with all types of self-construal. Lastly, those public sector employees with related-individuated ($M = 3.25$; $SD = .83$) self construal types reported significantly less degree of relatedness supportiveness at work context compared to those private sector employees with related-patterned ($M = 3.79$; $SD = .81$) and related-individuated ($M = 3.78$; $SD = .66$) self construal types.

The results for public sector and overall findings indicated that those with related-patterned self construal types had significantly higher degree of relatedness supportiveness at work context than separated construal types. The result is consistent with predictions. On the other hand, those with related-individuated self-construal types had the second highest mean, they were only found to be significantly differing from those with separated-individuated self type. Therefore, this result was partially confirmed the expectations. On the other hand, the results obtained from private sector were found to be consistent with the expectations. That is, it was found that respondents with related self-construal types (i.e., related-patterned and related-individuated) had significantly higher degree of relatedness supportiveness at work context compared to those with separated self construal type from private sector.

Table 7. Means, Standard Deviations and ANOVA Results of Perceived Autonomy Supportiveness at Work Context as Function of Self- Construal Type (N = 383)

Self-construal Type												F	η_p^2
Separated- Patterned			Separated- Individuated			Related- Patterned			Related- Individuated				
M	SD	N	M	SD	N	M	SD	N	M	SD	N		
3.24a	.59	91	3.21a	.79	99	3.54b	.66	100	3.40ab	.83	93	4.42**	.03

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis.
*** $p < .001$.

Table 8. Means, Standard Deviations and ANOVA Results of Perceived Autonomy Supportiveness at Work Context as Function of Sector Type (N = 383)

Sector type							F	η_p^2
Public			Private					
M	SD	N	M	SD	N			
3.17	.75	192	3.53	.67	191	12.76***	.07	

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis.
** $p < .01$.

As seen in Table 8, ANOVA results of perceived degree of autonomy supportiveness of work context as a function of main effect of self-construal types ($F(3, 380) = 4.42, p < .01, \eta_p^2 = .03$) was found to be significant. According to the Tukey HSD post-hoc analysis, those employees who have separated-individuated ($M = 3.21; SD = .79$) and separated-patterned ($M = 3.24; SD = .59$) self construal types were found to perceive their work context as significantly lower in terms of autonomy supportiveness than those with related-patterned ($M = 3.54; SD = .66$) self-construal type. Those with related-individuated ($M = 3.40; SD = .83$) self construal types did not differ significantly from other groups. Moreover, main effect of sector type ($F(3, 380) = 12.76, p < .001, \eta_p^2 = .07$) was significant (see Table 9). The results indicated that those who work in public sector ($M = 3.17; SD$

= .75) indicated lower degree of perceived autonomy supportiveness of work context than private sector employees ($M = 3.53$; $SD = .67$).

Furthermore, results showed that self-construal and sector type interaction on perceptions for autonomy supportiveness of the work context was also significant ($F(3, 380) = 3.17, p < .05, \eta_p^2 = .03$). Lastly, when the η_p^2 s are compared, it seems that sector type had relatively higher impact compared to those of main effect of self type and the interaction term.

Plotting of the interaction is presented in Figure 4 below (see relevant means and standard deviations in Appendix J).

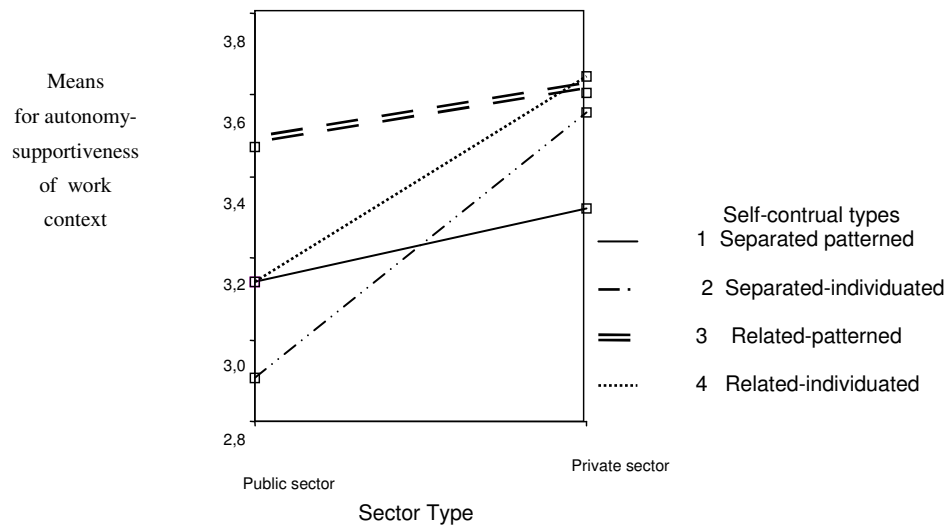


Figure 4. Self-Construal and Sector Type Interaction on Perceived Autonomy Supportiveness of Work Context

According to the Tukey HSD post-hoc results, among public sector employees, those with related-patterned ($M = 3.47$; $SD = .64$) self construal type indicated their work context as significantly more autonomy supportive than those with separated-individuated self type. No significant difference was found among groups from private sector. Tukey-Kramer test for unequal samples was calculated by hand by using the formula cited in Hovardaoğlu (1994, p.136) to

explore significant differences between groups and between sectors with respect to the results provided by interaction term. Those public employees with separated-patterned ($M = 3.14$; $SD = .61$) self construal type were found to perceive work context as lesser autonomy supportive compared to all private sector employees except for those with separated-patterned self construal types. Those public employees with separated-individuated self construal types indicated less degree of autonomy supportiveness than all private sector employees. Public employees who have related-individuated self construal type were found to perceive their work context as less autonomy supportive than private sector employees except for those with separated-patterned self construal type.

It was predicted that those with individuated self type would report higher degree of autonomy supportiveness of the context compared to those with patterned self construal types. The results did not confirm the expectations. Unexpectedly, the results indicated that those with related-patterned self construal types had significantly higher degree of perceived autonomy supportiveness at work context than those with separated self construal types. Therefore, the results obtained from each sector were not found to be confirming the expectations.

3.1.2. Results of Perceived Degree of Autonomy and Relatedness

Supportiveness of Leader as a Function of Self-Construal and Sector Types

Two separate 2 (sector type: public vs. private) x 4 (self construal types: separated-patterned, separated-individuated, related-patterned, related-individuated) ANOVAs were computed on perceived autonomy and relatedness supportiveness of the leader. In terms of autonomy supportiveness dimension, higher means represent leader is perceived as autonomy supportive whereas lower means represent that leader is perceived as less autonomy supportive. On the other hand, for relatedness supportiveness dimension, higher means represent leader is perceived higher on relatedness supportiveness whereas lower means represent that leader is perceived as less relatedness-supportive. Means, standard deviations

and ANOVA results of perceived autonomy supportiveness of perceived leader as a function of self construal and sector type are presented in Tables 9 and 10, respectively. Means, standard deviations and ANOVA results of perceived relatedness supportiveness of perceived leader as a function of sector type are presented in Tables 11 and 12, respectively.

Table 9. Means, Standard Deviations and ANOVA Results of Perceived Autonomy Supportiveness of the Leader as Function of Self-Construal Type (N = 383)

Self-construal Type												F	η_p^2
Separated- Patterned			Separated- Individuated			Related- Patterned			Related- Individuated				
M	SD	N	M	SD	N	M	SD	N	M	SD	N		
3.38 ^a	.86	91	3.30 ^a	.92	99	3.82 ^b	.86	100	3.59 ^{ab}	.98	93	6.54***	.05

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis.
*** $p < .001$.

Table 10. Means, Standard Deviations and ANOVA Results of Perceived Autonomy Supportiveness of the Leader as Function of Sector Type (N = 383)

Sector Type							F	η_p^2
Public			Private					
M	SD	N	M	SD	N			
3.37	.99	192	3.68	.83	191	11.23**	.03	

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis.
** $p < .01$.

As seen in Table 9, main effect of self-construal types was found to be significant ($F(3, 380) = 6.54, p < .001, \eta_p^2 = .05$). According to the Tukey HSD post-hoc analysis, those employees who have related-patterned self types ($M = 3.82; SD = .86$) reported their leader significantly more autonomy-supportive than those who have separated-patterned ($M = 3.38; SD = .86$) and separated-individuated ($M = 3.30; SD = .92$) self-construal types. Those with related-individuated ($M = 3.59; SD = .98$) self construal types did not significantly differ

from other groups. Moreover, main effect of sector type ($F(1, 382) = 11.23$, $p < .05$, $\eta_p^2 = .03$) was also significant. The result indicated that public sector employees ($M = 3.37$; $SD = .99$) indicated their leader as significantly lesser autonomy supportive compared to private sector employees ($M = 3.68$; $SD = .83$). On the other hand, self-construal types and sector type interaction was not found to be significant ($F(3, 380) = .70$, $p = .84$). Lastly, when the η_p^2 s are compared, it seems that main effect of self type had relatively higher impact compared to that of main effect of sector type.

It was expected that individuated respondents (i.e., balanced and separated-individuated self construal types) would report higher degree of perceived autonomy supportiveness of leader compared to those with patterned self construal types. However, those with related-patterned self construal type reported to have significantly higher perceived autonomy supportiveness of leader than those with separated self construal type. On the other hand, partially consistent with the predictions, those with balanced self construal types had the second highest score on the dimension of autonomy supportiveness of leader; however, they did not still significantly differ from other groups.

Table 11. Means, Standard Deviations and ANOVA Results of Perceived Relatedness Supportiveness of the Leader as Function of Self-Construal Type (N = 383)

Self-construal Type													<i>F</i>	η_p^2
Separated- Patterned			Separated- Individuated			Related- Patterned			Related- Individuated					
<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>			
3.15 ^a	.96	91	3.17 ^a	.99	99	3.64 ^b	.94	100	3.47 ^{ab}	.88	93	6.21 ^{***}	.05	

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis. $***p < .001$.

Table 12. Means, Standard Deviations and ANOVA Results of Perceived Relatedness Supportiveness of the Leader as Function of Sector Type (N = 383)

Sector Type							<i>F</i>	η_p^2
Public			Private					
<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>			
3.20	.95	192	3.52	.94	191	11.48**	.03	

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis.

** $p < .01$

As seen in Table 12, with respect to perceived relatedness-supportiveness of leader, main effect of self-construal types was found to be significant ($F(3, 380) = 6.21, p < .001, \eta_p^2 = .05$). According to the Tukey HSD post-hoc analysis, those public employees who have related-patterned ($M = 3.64; SD = .94$) reported their leader significantly more relatedness-supportive than those who have separated-patterned ($M = 3.15; SD = .96$) and separated-individuated ($M = 3.17; SD = .99$) self-construal types. Those with related-individuated ($M = 3.47; SD = .88$) self-construal types did not significantly differ from other groups. Moreover, main effect of sector type ($F(1, 382) = 11.48, p < .01, \eta_p^2 = .03$) was also found to be significant. The result implied that public sector employees ($M = 3.20; SD = .95$) indicated their leader as significantly less autonomy supportive compared to private sector employees ($M = 3.52; SD = .94$). On the other hand, self-construal types and sector type interaction was found to be non-significant ($F(3, 380) = 1.11, p = .84$). Lastly, when the η_p^2 s are compared, it seems that main effect of self type had relatively higher impact compared to main effect of sector type.

Consistent with the expectations, the results indicated that those with related-patterned self construal type reported to have significantly higher relatedness supportiveness of leader than those with separated self construal types. On the other hand, although balanced self construal types had the second highest mean on the dimension of relatedness supportiveness of leader, they did not

significantly differ from other groups.

3.2. Results for Research Question 2

Second research question of the study aimed to investigate whether the degree of satisfaction of need for autonomy, competence and relatedness at work, life satisfaction and psychological well-being differ as a function of self type, sector type and interaction of self construal and sector type. As mentioned before, in order to test research question, series of ANOVAs and Tukey post-hoc analyses were conducted.

3.2.1. Perceived Degree of Need for Autonomy, Competence and Relatedness Satisfaction at Work as a Function of Self-Construal and Sector Type

Three separate 2 (sector type: public vs. private) x 4 (self construal types: separated-patterned, separated-individuated, related-patterned, related-individuated) ANOVAs were computed on the degree of need for autonomy, competence and relatedness satisfaction at work. Higher means from need satisfaction represent higher degree of need satisfaction where lower means represent lower degree of need satisfaction. The means, standard deviations and ANOVA results of perceived degree of need for autonomy, competence and relatedness satisfaction as a function of self construal are presented in Table 13, 15 and 16, respectively. The means, standard deviations and ANOVA results of perceived degree of need for autonomy as a function of sector type are presented in Table 14.

Table 13. Means, Standard Deviations and ANOVA Results of Satisfaction of Need for Autonomy at Work as a Function of Self-Construal Type (N = 383)

Self-construal Type												F	η_p^2
Separated- Patterned			Separated- Individuated			Related- Patterned			Related- Individuated				
M	SD	N	M	SD	N	M	SD	N	M	SD	N		
3.18 ^a	.54	91	3.22 ^{ab}	.70	99	3.41 ^{bc}	.53	100	3.59 ^c	.47	93	10.32 ^{***}	.08

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis.

*** $p < .001$.

Table 14. Means, Standard Deviations and ANOVA Results of Satisfaction of Need for Autonomy at Work as a Function of Sector Type (N = 383)

Sector type									F	η_p^2
Public			Private							
M	SD	N	M	SD	N					
3.25	.59	192	3.45	.57	191	12.27 ^{**}	.03			

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis.

** $p < .01$.

As seen in Table 13, main effect of self-construal types was significant ($F(3, 380) = 10.32, p < .001, \eta_p^2 = .08$). Tukey HSD post-hoc analysis revealed that, those employees who have related-individuated ($M = 3.59; SD = .47$) self construal type reported to have significantly higher degree of need satisfaction for autonomy at work than those who have separated-patterned ($M = 3.18; SD = .54$) and separated-individuated ($M = 3.22; SD = .70$) self-types. Also those with related-patterned ($M = 3.41; SD = .53$) self construal types indicated significantly higher perceived degree of satisfaction of need for autonomy at work than those with separated-patterned self type. Main effect of sector type ($F(3, 380) = 12.27, p < .001, \eta_p^2 = .03$) was also significant indicating that private sector employees ($M = 3.25; SD = .59$) had significantly higher degree of satisfaction of need for

autonomy at work than public sector employees ($M = 3.45$; $SD = .57$). On the other hand, self-construal and sector type interaction on perceptions for need for autonomy satisfaction was not found to be significant ($F(3, 380) = .29$, $p = .84$). Lastly, when the η_p^2 s are compared, it seems that main effect of self type had relatively higher impact compared to main effect of sector type.

It was expected that those with individuated self-construal type would perceive higher degree of need for autonomy satisfaction compared those with patterned self-construal types. Although those with related-individuated self construal types had highest mean they were only found to be significantly differing from only those with separated self-types but not from those with related-patterned self type. Moreover, those with separated-individuated self type were not found to be differing from those with patterned self types as well. Therefore, relevant expectations were partially confirmed.

Table 15. Means, Standard Deviations and ANOVA Results of Satisfaction of Need for Competence at Work as Function of Self-Construal Type (N = 383)

Self-construal Type														F	η_p^2
Separated-Patterned			Separated-Individuated			Related-Patterned			Related-Individuated						
M	SD	N	M	SD	N	M	SD	N	M	SD	N				
3.60 ^a	.52	91	3.59 ^a	.55	99	3.94 ^b	.52	100	4.00 ^b	.51	93	16.48***	.12		

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis.

*** $p < .001$.

Only main effect of self-construal types was found to be significant ($F(3, 380) = 16.48$, $p < .001$, $\eta_p^2 = .12$). According to the Tukey HSD analysis, those employees who have related-patterned ($M = 3.94$; $SD = .52$) and related-individuated ($M = 4.00$; $SD = .51$) self construal types revealed higher degree of competence need satisfaction at work than those employees who have separated-patterned ($M = 3.60$; $SD = .52$) and separated-individuated ($M = 3.59$; $SD = .55$) self construal types. On the other hand, neither main effect of sector type ($F(3,$

380) = .85, $p = .36$, $\eta_p^2 = .00$) nor interaction term ($F(3, 380) = 2.80$, $p = .10$, $\eta_p^2 = .02$) on degree of satisfaction of competence need at work was found to be significant.

The results indicated that those with balanced self construal type reported significantly higher degree of need for competence satisfaction compared to those with separated-patterned and individuated-separated self construal types. On other hand, those with related-patterned self construal type and balanced self construal type also reported similar degree need for competence satisfaction at work.

The results implied that those with related self type instead of those with individuated self reported to have higher degrees of need for competence satisfaction.

Table 16. Means, Standard Deviations and ANOVA Results of Satisfaction of Need for Relatedness at Work as Function of Self-Construal Type (N = 383)

Self-construal Type													<i>F</i>	η_p^2
Separated-Patterned			Separated-Individuated			Related-Patterned			Related-Individuated					
<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>	<i>M</i>	<i>SD</i>	<i>N</i>			
3.65 ^a	.48	91	3.62 ^a	.58	99	3.94 ^b	.52	100	3.95 ^b	.45	93	12.00***	.09	

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis; *** $p < .001$.

As seen in Table 16, main effect of self-construal types was significant ($F(3, 380) = 12.00$, $p < .001$, $\eta_p^2 = .09$). According to the Tukey HSD post-hoc analysis, those who have related-patterned ($M = 3.94$; $SD = .52$) and related-individuated ($M = 3.95$; $SD = .45$) self construal types reported higher need satisfaction for relatedness than those who have separated-patterned ($M = 3.65$; $SD = .48$) and separated-individuated ($M = 3.62$; $SD = .58$) self construal types.

On the other hand, neither the main effect of sector type ($F(3, 380) = 2.40$, $p = .12$, $\eta_p^2 = .01$) nor the effect of interaction term ($F(3, 380) = .48$, $p = .7$, $\eta_p^2 = .00$) on degree of satisfaction of competence need at work found to be

significant.

Consistent with the predictions, the results indicated that those with related self construal type reported significantly higher degree of relatedness supportiveness at work compared to those with separated self construal types.

3.2.2. Perceived Degree of Psychological Well-being as a Function of Self-Construal Type

A 2 (sector type: public vs. private) x 4 (self construal types: separated-patterned, separated-individuated, related-patterned, related-individuated) ANOVA was computed on the degree of psychological well-being. Higher means represent higher degree of psychological well-being where lower means represent lower degree of psychological well-being. Means, standard deviations and ANOVA results of perceived degree of psychological well-being as a function of self construal are presented in Table 17.

Table 17. Means, Standard Deviations and ANOVA Results of Psychological Well-being as a Function of Self-Construal Type
(N = 383)

Self-construal Type													
Separated-Patterned			Separated-Individuated			Related-Patterned			Related-Individuated			<i>F</i>	η_p^2
<i>M</i>	<i>SD</i>	N	<i>M</i>	<i>SD</i>	N	<i>M</i>	<i>SD</i>	N	<i>M</i>	<i>SD</i>	N		
3.54 ^a	.35	91	3.73 ^b	.32	99	3.88 ^c	.37	100	3.97 ^c	.38	93	25.27***	.17

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis.
*** $p < .001$

As seen in Table 17, main effect of self-construal type was significant ($F(3, 380) = 25.27, p < .001, \eta_p^2 = .17$). According to Tukey HSD analysis, those who have related-individuated ($M = 3.97; SD = .38$) and related-patterned ($M = 3.88; SD = .37$) self construal types reported significantly higher psychological well-being than those with separated-individuated ($M = 3.73; SD = .32$) and separated-

patterned ($M = 3.54$; $SD = .35$) self construal type. Moreover, those with separated-individuated self construal type indicated significantly higher psychological well-being than those with separated-patterned self construal type.

On the other hand, the main effect of sector type ($F(3, 380) = .03, p = .85, \eta_p^2 = .00$) and the effect of interaction term ($F(3, 380) = .98, p = .41, \eta_p^2 = .01$) on degree of psychological well-being was found to be nonsignificant.

Consistent with the predictions, the results indicated that those with balanced self construal type reported significantly higher degree of psychological well-being compared to those with unbalanced self construal types. On other hand, those with related-patterned and balanced self construal types also reported similar degree of psychological well-being whereas those with unbalanced self type reported significantly the least degree of psychological well-being among all groups.

3.2.3. Perceived Degree of Life Satisfaction as a Function of Self-Construal and Sector Types

A 2 (sector type: public vs. private) x 4 (self construal types: separated-patterned, separated-individuated, related-patterned, related-individuated) ANOVA was computed on the degree of life satisfaction. Higher means represent higher degree of life satisfaction where lower means represent lower degree of life satisfaction. Means and standard deviations and ANOVA results of perceived degree of life satisfaction as a function of self construal are presented in Table 18.

Table 18. Means, Standard Deviations and ANOVA Results of Life Satisfaction as a Function of Self-Construct Type (N = 383)

Self-construct Type												F	η_p^2
Separated- Patterned			Separated- Individuated			Related- Patterned			Related- Individuated				
M	SD	N	M	SD	N	M	SD	N	M	SD	N		
2.92 ^a	.61	91	2.93 ^a	.60	99	3.34 ^b	.60	100	3.39 ^b	.59	93	17.36***	.12

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis, *** $p < .001$

As seen in Table 18, main effect of self-construct types was found to be significant ($F(3, 380) = 17.36, p < .001, \eta_p^2 = .12$). According to the Tukey HSD post-hoc analysis, those who have related-patterned ($M = 3.34; SD = .59$) and related-individuated ($M = 3.39; SD = .60$) self-construct types indicated higher perceived life satisfaction than those who have separated-patterned ($M = 2.92; SD = .60$) and separated-individuated ($M = 2.93; SD = .61$) self-construct types.

On the other hand, the main effect of sector type ($F(3, 380) = 3.15, p = .08, \eta_p^2 = .01$) and also the effect of interaction term ($F(3, 380) = 1.58, p = .19, \eta_p^2 = .01$) on degree of life satisfaction were not found to be significant.

Consistent with the predictions, the results indicated that those with related self-construct type reported significantly higher degree of life satisfaction compared to those with separated-construct types. Furthermore, those with balanced self type were found to have significantly higher degree of life satisfaction compared to those with unbalanced self type.

3.4. Results for Research Question 3 and Research Question 4

Third research question of the study aimed to study the most influential predictors of basic need satisfaction (i.e., autonomy, competence and relatedness need satisfaction at work) among several demographic variables (age, gender, tenure, sector type, education level, marital status and income satisfaction), individual-related variables (i.e., big five trait dimensions (i.e., extraversion,

conscientiousness, agreeableness, emotional stability and openness to experience) and self orientations (i.e., relational orientation and individuational orientation) and work-related variables (i.e., perceived relatedness and autonomy supportiveness of work context, perceived relatedness and autonomy supportiveness of leader).

Fourth research question aimed to study the most influential predictors of well-being (i.e., psychological well-being and life satisfaction and) among several demographic variables (age, gender, tenure, sector type, education level, marital status and income satisfaction), individual-related variables (i.e., big five trait dimensions (i.e., extraversion, conscientiousness, agreeableness, emotional stability and openness to experience) and self orientations (i.e., relational orientation and individuational orientation) and work-related variables (i.e., perceived relatedness and autonomy supportiveness of work context, perceived relatedness and autonomy supportiveness of leader, autonomy need satisfaction, competence need satisfaction, relatedness need satisfaction).

Firstly, correlations among research variables are given. Then, regression results are presented.

3.4.1. Correlations among Research Variables

Before computing the regression analyses, correlation coefficients among all variables were obtained. Firstly, those predictor variables that did not significantly correlate with each criterion variable were determined and were not put into regression analysis for that particular criterion variable.

Secondly, as Tabaschinck and Fidell (1996) argued that since “in standard regression, it is possible for a variable to appear unimportant in the solution when it actually is highly correlated with the DV. If the area that correlation is whittled away by other IVs, the unique contribution of the IV is often very small despite a substantial correlation with the DV. For this reason, the full correlation and unique contribution of the DV need to be considered in the interpretation” (p.149), the results of the regression analyses were also considered with the

results of correlation analysis. The results of the correlation analysis are given at Table 19.

Table 19. Means, Standard Deviations and Intercorrelation Coefficients among Research Variables (N = 383)

Variables	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12
1. Gender	--	--	1											
2. Age	34.49	7.6	.23**											
3. Tenure	11.27	7.6	.22**	.88**										
4. Sector type	--	--	-.20**	-.20	-.17**									
5. Education level	--	--	-.04	-.10*	-.17**	-.08								
6. Marital Status	--	--	-.28**	-.45**	-.45**	.25**	.03							
7. Income satisfaction	2.7	1.1	.10*	.10	.11*	.09	-.02	-.09						
8. Extraversion	3.75	.67	-.07	.00	.01	.03	-.01	-.04	.05					
9. Conscientiousness	4.17	.61	-.01	.17**	.18**	.00	-.09	-.14**	.01	.36**				
10. Agreeableness	4.00	.57	.00	.04	.07	.00	-.18**	-.05	.02	.21**	.41**			
11. Emotional Stability	3.05	.78	.17**	.07	.10	-.00	-.11*	.19**	.06	.31**	.19**	.28**		
12. Openness to Experience	4.00	.62	.09	.02	.04	-.04	-.02	-.03	.05	.41**	.37**	.34**	.35**	
13. Relational orientation	4.06	.52	-.04	.06	.05	-.03	-.00	-.24**	.04	.37**	.29**	.21**	.25**	.15**
14. Individual Orientation	3.44	.48	-.08	-.19**	-.22**	-.06	.23**	.16**	-.02	.08	-.05	-.15**	.00	.30**
15. Relatedness support of context	3.42	.81	-.03	-.05	-.07	.16**	-.09	.03	.18**	.29**	.22**	.22**	.15**	.13*
16. Autonomy support of context	3.35	.73	.03	-.05	-.04	.25**	-.00	-.01	.12*	.16**	.10*	.12*	.15**	.10
17. Relatedness support of leader	3.36	.96	-.04	-.18**	-.17**	.17**	.01	.08	.18**	.15**	.05	.10*	.08	.12*
18. Autonomy support of leader	3.52	.93	-.04	-.10	-.09	.17**	.05	.05	.16**	.12*	.07	.16**	.07	.05
19. Contextual relatedness support*	3.39	.77	-.04	.14**	-.14**	.19**	-.04	.07	.21**	.24**	.15**	.18**	.13*	.14**
20. Contextual autonomy support*	3.43	.69	-.01	-.09	-.08	.24**	.03	.03	.17**	.17**	.10	.17**	.13*	.09
21. Autonomy need satisfaction	3.35	.59	-.03	-.02	-.02	.17**	.04	.02	.23**	.29**	.17**	.12*	.17**	.27**
22. Competence need satisfaction	3.78	.56	.01	.09	.08	.04	.04	-.12*	.13*	.36**	.36**	.18**	.24**	.39**
23. Relatedness need satisfaction	3.79	.53	-.05	-.02	-.00	.08	-.05	-.04	.13**	.27**	.26**	.34**	.20**	.29**
24. Basic need satisfaction**	3.64	.46	-.03	.02	.02	.12*	.01	-.05	.20**	.37**	.32**	.26**	.24**	.38**
25. Psychological well-being	3.78	.39	.05	-.02	.03	-.02	.03	.11*	.06	.40**	.35**	.24**	.26**	.41**
26. Life satisfaction	3.14	.64	-.10*	.06	.07	.08	.13**	-.18**	.30**	.31**	.27**	.19**	.26**	.19**
27. Job satisfaction	3.42	.93	.01	.02	.03	.11*	-.03	-.05	.39**	.13*	.16**	.09	.08	-.01

*contextual autonomy support represents combination of autonomy supportiveness of leader and context, whereas contextual relatedness support represents combination of relatedness supportiveness of leader and context .

** basic need satisfaction represents combination of autonomy, relatedness and competence needs.

Note: (Gender (1=female, 2=male), Sector (1=public, 2=private), Marital Status(1=single2=married)Education (1=high school, 2=University, 3= Master and PHD),

1 represents completely disagree whereas 5 represents completely agree. ** $p < .01$; * $p < .05$.

(Table 19 CONTINUED). Intercorrelation Coefficients among Research Variables (N = 383)

Variables	13	14	15	16	17	18	19	20
13. Relational orientation	1							
14. Individuational Orientation	-.12*							
15. Relatedness support of context	.31**	-.13**						
16. Autonomy support of context	.20**	.00	.56**					
17. Relatedness support of leader	.21**	-.05	.52**	.41**				
18. Autonomy support of leader	.19**	-.11*	.46**	.39**	.75**			
19. Contextual relatedness support	.29**	-.09	.85**	.55**	.89**	.71**		
20. Contextual autonomy support	.23**	-.07	.60**	.78**	.72**	.87**	.76**	
21. Autonomy need satisfaction	.27**	.20**	.53**	.56**	.49**	.41**	.58**	.58**
22. Competence need satisfaction	.37**	.06	.36**	.24**	.30**	.22**	.38**	.28**
23. Relatedness need satisfaction	.35**	-.00	.57**	.43**	.50**	.42**	.61**	.51**
24. Basic need satisfaction	.40**	.10*	.60**	.52**	.53**	.44**	.65**	.56**
25. Psychological well-being	.41**	.20**	.27**	.20**	.13**	.08	.22**	.16**
26. Life satisfaction	.35**	-.01	.24**	.18**	.28**	.19**	.30**	.23**
27. Job satisfaction	.19**	-.09	.43**	.38**	.46**	.42**	.51**	.48**

** $p < .01$; * $p < .05$.

(Table 19 CONTINUED). Intercorrelation Coefficients among Research Variables (N = 383)

Variables	21	22	23	24	25	26
21. Autonomy need satisfaction	1					
22. Competence need satisfaction	.52**					
23. Relatedness need satisfaction	.51**	.50**				
24. Basic need satisfaction	.83**	.79**	.84**			
25. Psychological well-being	.33**	.47**	.42**	.49**		
26. Life satisfaction	.35**	.40**	.30**	.42**	.37**	
27. Job satisfaction	.43**	.31**	.41**	.47**	.14**	.33**

** $p < .01$; * $p < .05$.

As seen at the Table 19, big five traits were significantly correlated with each other. The correlation coefficients among big five traits were found to range from .19 to .41, $p < .01$. The correlation coefficient between relational orientation and individual orientation was found as $-.12$, $p < .05$. Furthermore, work related variables (i.e., perceived relatedness and autonomy supportiveness of work context, perceived relatedness and autonomy supportiveness of leader) were found to correlate among themselves ranging from .37 to .75, $p < .01$. Basic need satisfaction were also found to significantly relate with each other ranging from .50 to .51, $p < .01$. The correlation coefficient between life satisfaction and job satisfaction was found to be .33, $p < .01$, between life satisfaction and psychological well-being was found to be .37, $p < .01$ and lastly, the correlation coefficient between job satisfaction and psychological well-being was found to be .14, $p < .01$.

Relational orientation did not correlate with demographic variables but with marital status (.24, $p < .01$), meaning those who are married reported higher degrees of relational orientation. On the other hand, it significantly related with all big five traits ranging from .15 to .37, $p < .01$ which implied those who have higher relational orientation also have higher degrees of extraversion, agreeableness, conscientiousness, openness to experience and emotional stability. It also significantly associated with all work-related variables (i.e., perceived relatedness and autonomy supportiveness of work context, perceived relatedness and autonomy supportiveness of leader) ranging from .19 to .31, $p < .01$ which indicated that those with higher relational orientation reported higher degrees of both perceived autonomy and relatedness supportiveness of context and leader. Relational orientation correlated with composite scores of relatedness and autonomy supportiveness of context as .29 and .23, $p < .01$, respectively. Competence, relatedness and autonomy need satisfactions were also significantly related with relational orientation (.37, .35 and .20, $p < .01$, respectively). It also correlated with basic need satisfaction (.40, $p < .01$). Psychological well-being and life satisfaction were found to significantly associate with relational orientation

(.41 and .35, $p < .01$; respectively). Then, those who are high on relational orientation also reported higher degrees of basic need satisfaction at work and well-being.

In terms of individuational orientation, it was found to relate with age and tenure negatively as $-.19, p < .01$ and $-.22, p < .01$; respectively whereas was found to correlate with education and marital status positively as $.23, p < .01$ and $.16, p < .01$; respectively. Then, the correlation results indicated those with lower age and lower tenure and also those who have higher degrees of education level and those who are married have higher degrees of individuational orientation. It also was found to relate with agreeableness and openness to experience as $-.15, p < .01$ and $.30, p < .01$, respectively. Then, those who are higher on agreeableness reported lower individuational orientation whereas those who are higher on openness to experience had higher levels of individuational orientation. It negatively and slightly related with perceived relatedness supportiveness of context and perceived autonomy supportiveness of leader as $-.13, p < .05$ and $-.11, p < .05$, respectively. Then, those with higher on individuational orientation reported lower degrees of perceived relatedness supportiveness of context and perceived autonomy supportiveness of leader, although the related coefficients were relatively low, but still significant. Autonomy need satisfaction was significantly related with individuational orientation ($.27, p < .01$) whereas competence and relatedness need satisfaction were not significantly related with it. Basic need satisfaction correlated with it ($.10, p < .05$). Psychological well-being was found to significantly associate with individuational orientation ($.20, p < .01$) whereas life satisfaction was not related with it. Therefore, the results implied that those with higher individuational orientation reported higher autonomy need satisfaction and higher psychological well-being.

All of work related variables (i.e., perceived relatedness and autonomy supportiveness of work context, perceived relatedness and autonomy supportiveness of leader) were found to relate positively and significantly with sector type ranging from $.16$ to $.25, p < .01$ and also with income satisfaction as

ranging from .12 to .18, $p < .01$. It seems that those from private sector organizations and had higher income satisfaction reported higher degrees of autonomy and relatedness supportiveness of leader and work context. Beyond them, only relatedness supportiveness of the leader was found to be associated with age and tenure significantly but negatively as -.18 and -.17, $p < .01$, respectively which implied that those with lower age and tenure reported higher degrees of relatedness supportiveness of leader.

Composite score of relatedness supportiveness of context correlated with basic need satisfaction, psychological well-being and life satisfaction as .65, .22 and .30, $p < .01$, respectively. Composite score of autonomy supportiveness of context correlated with basic need satisfaction, psychological well-being and life satisfaction as .56, .16 and .23, $p < .01$, respectively.

As seen in Table 19, among demographic variables only sector type (.17, $p < .01$) and income satisfaction (.23, $p < .01$) significantly correlated with satisfaction of need for autonomy. Autonomy satisfaction at work was found to be related with extraversion (.29, $p < .01$), conscientiousness (.17, $p < .01$), agreeableness (.12, $p < .05$), emotional stability (.17, $p < .01$) and openness to experience (.27, $p < .01$). The correlations between satisfaction of need for autonomy and work-related variables (i.e., perceived relatedness and autonomy supportiveness of context and leader) were found to be all significant and positive (.53, .56, .49 and .41; $p < .01$, respectively). The results for perceived autonomy satisfaction implied that those from private sector organizations, those have higher income satisfaction, those with higher extraversion, conscientiousness, agreeableness, emotional stability and openness to experience and lastly those indicated higher degrees of perceived autonomy supportiveness of work context and from leader reported higher degrees of autonomy need satisfaction.

Among demographic variables only marital status (-.12, $p < .05$) and income satisfaction (.13, $p < .05$) slightly but significantly correlated with satisfaction of need for competence. Need for competence was found to be significantly associated with extraversion (.36, $p < .01$), conscientiousness (.36, p

<.01), agreeableness (.18, $p <.01$), emotional stability (.24, $p <.01$) and openness to experience (.39, $p <.01$). Then, those with higher competence need satisfaction at work had higher extraversion, conscientiousness, agreeableness, emotional stability and openness to experience. The correlation coefficients between need for competence and work-related variables (i.e., perceived relatedness supportiveness of the context, perceived autonomy supportiveness of the context, perceived relatedness supportiveness of the leader, perceived autonomy supportiveness of the leader) were found to be significant (.36, .24, .30 and .22, $p <.01$; respectively). The relevant coefficients implied that those who perceive higher degrees of autonomy and relatedness supportiveness at work had higher degrees of competence need satisfaction.

Relatedness need satisfaction was found to significantly relate with only income satisfaction (.13, $p <.01$) among demographic variables. It also significantly correlated with extraversion (.27, $p <.01$), conscientiousness (.26, $p <.01$), agreeableness (.24, $p <.01$), emotional stability (.20, $p <.01$) and openness to experience (.29, $p <.01$). Then, it was implied that those who have higher income satisfaction and those with higher extraversion, conscientiousness, agreeableness, emotional stability and openness to experience reported higher degrees of relatedness need satisfaction at work. The correlation coefficients between need for relatedness and work-related variables (i.e., perceived relatedness supportiveness of context, perceived autonomy supportiveness of the context, perceived relatedness supportiveness of leader, perceived autonomy supportiveness of the leader) were found to be significant as .57, .43, .50 and .42, $p <.01$; respectively. Then, those who had higher degrees of perceived autonomy and relatedness supportiveness of leader and work context implied higher degrees of relatedness need satisfaction at work.

Composite score of basic need satisfaction correlated with psychological well-being and life satisfaction as .49 and .42, $p <.01$, respectively.

Psychological well-being was significantly but also slightly correlated with only marital status (-.11, $p <.05$). Psychological well-being was found to

significantly associate with relational orientation (.41, $p < .01$) and individual orientation (.20, $p < .01$). It was found to be significantly related with extraversion (.40, $p < .01$), conscientiousness (.35, $p < .01$), agreeableness (.24, $p < .01$), neuroticism (.26, $p < .01$) and openness to experience (.41, $p < .01$). It significantly related with perceived relatedness supportiveness of work context (.27, $p < .01$), perceived autonomy supportiveness of work context (.20, $p < .01$), and slightly correlated with perceived relatedness supportiveness of leader (.13, $p < .05$) whereas did not significantly correlate with perceived autonomy supportiveness of leader. It also correlated with need for autonomy, need competence and need for relatedness as .33, .47 and .41, $p < .01$, respectively. Then, those who have higher extraversion, conscientiousness, agreeableness, neuroticism and openness to experience, relational and individual orientation, those with higher perceived autonomy and relatedness supportiveness of the context and lastly those with higher need satisfaction at work reported higher degrees of psychological well-being.

Among demographic variables, gender (-.10, $p < .05$), education (.13, $p < .01$), marital status (-.18, $p < .01$) and income satisfaction (.30, $p < .01$) significantly correlated with life satisfaction. It was also found to be related with relational orientation (.35, $p < .01$), extraversion (.31, $p < .01$), conscientiousness (.27, $p < .01$), agreeableness (.19, $p < .05$), emotional stability (.26, $p < .01$) and openness to experience (.19, $p < .01$). The correlations between life satisfaction and work-related variables (i.e., perceived relatedness and autonomy supportiveness of the context and the leader) were found to be all significant and positive (.24, .18, .28 and .19; $p < .01$, respectively). It was found to relate with need for autonomy (.35), need for competence (.40) and need for relatedness (.30). Those who are women, single, those with higher education level and income satisfaction, those who are high on relational orientation, extraversion, conscientiousness, agreeableness, neuroticism and openness to experience, those with higher perceived autonomy and relatedness supportiveness at context and

higher need satisfaction were also reported to have higher degrees of life satisfaction.

As seen autonomy and relatedness supportiveness of the leader and context were mostly confirmed to be related to basic need satisfaction and well-being of employees (i.e. psychological well-being and life satisfaction). Furthermore, as expected, relational orientation significantly associated with basic need satisfaction and well-being of employees whereas individual orientation was associated with autonomy need satisfaction and psychological well-being.

3.4.2. Regression Analyses for Control, Individual-Related and Work-Related Variables Predicting Satisfaction of Need for Autonomy, Relatedness and Competence at Work

According to the results of correlation analyses, gender, age, tenure, marital status and education level were not found to significantly correlate with need for autonomy; gender, age, tenure, sector type, education level and individual orientation were not found to correlate with need for competence, and lastly, gender, age, tenure, sector type, education level, marital status and individual orientation were found to correlate with need for relatedness. Therefore, those predictors were not included in relevant regression analysis.

Demographic variables were entered as control variables at the first step, then individual differences (i.e., big five traits and self-orientations) were entered as a block in the second step and lastly, work related variables were entered as a block in the third step of the regression. Standardized beta coefficients of regression analyses and R^2 s for each step are presented at Table 20.

Table 20. Regression Analyses Summary for Autonomy, Relatedness and Competence Need Satisfaction at Work

Predictor variables	Criterion variables		
	Autonomy Need Satisfaction	Competence Need Satisfaction	Relatedness Need Satisfaction
	βs		
<i>Step 1</i>			
Gender	---	---	---
Age	---	---	---
Tenure	---	---	---
Sector type	.15**	---	---
Education Level	---	---	---
Marital Status	--	-.11*	---
Income Satisfaction	.21***	.11*	.13*
<i>F test results for Step 1</i>	<i>F (2, 380) = 15.24***</i>	<i>F (2, 379) = 5.51**</i>	<i>F (1, 381) = 6.75*</i>
<i>R² for Step 1</i>	<i>.07</i>	<i>.03</i>	<i>.02</i>
<i>Step 2</i>			
Sector type	.17***	---	---
Marital Status	---	-.02	---
Income satisfaction	.20***	.10*	.11*
Extraversion	.13*	.10*	.06
Conscientiousness	.02	.17**	.03
Agreeableness	.03	-.06	.22***
Emotional Stability	.01	.04	.00
Openness to experience	.10	.24***	.13*
Relational Orientation	.21***	.24***	.25**
Individual Orientation	.20***	---	---
<i>F test results for Step 2</i>	<i>F (9, 373) = 13.24***</i>	<i>F (9, 372) = 17.55***</i>	<i>F (8, 374) = 14.55***</i>
<i>R² for Step 2</i>	<i>.24</i>	<i>.30</i>	<i>.24</i>
<i>Step 3</i>			
Sector type	.03	---	---
Marital Status	---	-.06	---
Income Satisfaction	.11**	.04	.01
Extraversion	.07	.07	-.01
Conscientiousness	.03	.18***	.03
Agreeableness	-.03	-.07	.17***
Emotional Stability	-.00	.03	-.00
Openness to experience	.08	.23***	.11*
Relational Orientation	.08	.18***	.14**
Individual Orientation	.22***	---	---
Relational Supportiveness of context	.19***	.14*	.30***
Autonomy Supportiveness of context	.31***	.02	.10*
Relational Supportiveness of leader	.17**	.17**	.23***
Autonomy Supportiveness of leader	.05	-.04	.00
<i>F test results for Step 3</i>	<i>F (13, 369) = 30.19***</i>	<i>F (13, 368) = 15.34***</i>	<i>F (12, 370) = 27.97***</i>
<i>R² for Step 3</i>	<i>.52</i>	<i>.35</i>	<i>.48</i>

***p<.001, **p<.01, *p<.05 Note: (Gender (1=female, 2=male), Sector (1=public, 2=private), Marital Status (1=single and 2=married), Education (1=high school, 2=University, 3= Master and PHD), Higher scores from satisfaction with income represent higher level of satisfaction with income. “—” represents IVs do significantly correlate with DV and therefore were not included in the regression analyses.

First step of the regression analyses for need for autonomy as criterion variable revealed that sector type (.15, $p < .01$), income satisfaction (.21, $p < .001$), were significant predictors and explained variance was found as .07. In the second step, it was found that sector type (.17, $p < .001$), income satisfaction (.20, $p < .001$), extraversion (.13, $p < .05$), relational orientation (.21, $p < .001$) and individual orientation ($\beta = .20$, $p < .001$) significantly predicted satisfaction of need for autonomy. The explained variance of second step was .24. In the last step, it was found that income satisfaction (.11, $p < .01$), individual orientation (.22, $p < .001$), perceived relatedness supportiveness at organizational context ($\beta = .19$, $p < .001$), perceived autonomy supportiveness of the work context ($\beta = .31$, $p < .001$) and perceived relatedness supportiveness of the leader ($\beta = .17$, $p < .01$) were found to be significant predictors of satisfaction need for autonomy. R^2 of the second step regression analysis for need for autonomy was .52, $p < .001$.

First step of the regression analyses for need for competence indicated that income satisfaction (.11, $p < .05$) and marital status (-.11, $p < .05$) were significantly predicting it. The second step of regression analysis revealed that income satisfaction (.10, $p < .05$) extraversion (.10, $p < .05$), conscientiousness (.17, $p < .01$), openness to experience (.24, $p < .001$) and relational orientation (.24, $p < .001$) were significant predictors. R^2 of the second step regression analysis was found to be .30, $p < .001$. At the third step of regression analysis, it was found that conscientiousness (.18, $p < .001$), relational orientation ($\beta = .18$, $p < .01$) also was found to predict need for competence. In terms of work related variables, only perceived relatedness supportiveness of context ($\beta = .13$, $p < .05$) and relatedness supportiveness of leader ($\beta = .17$, $p < .01$) were found to be related with satisfaction of need for competence. The explained variance of the final step of regression analysis for need for competence was found as .35, $p < .001$.

First step of the regression analyses for need for relatedness shown that only income satisfaction (.13, $p < .05$) predicted it. Second step of analysis indicated that income satisfaction (.11, $p < .05$), agreeableness (.22, $p < .001$), openness to experience (.13, $p < .01$) and relational orientation (.25, $p < .001$) were

significant predictors. R^2 of the second step regression analysis was found to be .24, $p < .001$. In the final step, it was found that agreeableness (.17, $p < .001$) and openness to experience (.11, $p < .05$) continued to significantly predict need for relatedness. Furthermore, other predictors of need for relatedness were found as relational orientation ($\beta = .14$, $p < .01$), perceived relatedness supportiveness of context ($\beta = .30$, $p < .001$), autonomy supportiveness of the context ($\beta = .10$, $p < .05$) and relatedness supportiveness of leader ($\beta = .23$, $p < .001$). The explained variance of the final step of regression analysis for satisfaction of need for relatedness was found to be .48, $p < .001$.

As will be remembered, it was expected that work related variables and self construal orientations would be significantly influential on basic need satisfaction compared to both demographic variables and big five traits. The findings suggested that firstly, perceived autonomy supportiveness of the leader could not predict any of basic need satisfaction, secondly; individual orientation only significantly predicted need for autonomy and lastly, autonomy supportiveness of the work context did not predict need for competence. Except for the above mentioned findings, the expectations were mostly confirmed by the results.

3.4.3. Regression Analyses for Control, Individual-Related, Work-Related Variables and Basic Need Satisfaction at Work Predicting Psychological Well-being and Life Satisfaction

Demographic variables were entered as control variables at the first step, then individual differences (i.e., big five traits and self-orientations) were entered as a block in the second step and lastly, work related variables and need satisfaction were entered as a block in the third step of the regression. Standardized beta coefficients of regression analyses and R^2 s for each step are presented at Table 21.

Table 21. Regression Analysis Summary for Predicting Psychological Well-being and Life Satisfaction

Predictor Variables	Criterion Variables	
	Psychological Well-being	Life satisfaction
	βs	
<i>Step 1</i>		
Gender	---	-.19***
Age	---	---
Tenure	---	---
Sector type	---	---
Education Level	---	.14**
Marital Status	-.11*	-.20**
Income Satisfaction	---	.31***
<i>F test results for Step 1</i>	<i>F (1, 380) = 4.31*</i>	<i>F (4, 377) = 18.71***</i>
<i>R² for Step 1</i>	<i>.01</i>	<i>.17</i>
<i>Step 2</i>		
Gender	---	-.16***
Education Level	---	.17***
Marital Status	-.03	-.11*
Income Satisfaction	---	.29***
Extraversion	.14***	.10*
Conscientiousness	.13*	.12*
Agreeableness	.05	.06
Emotional Stability	.04	.14**
Openness to experience	.17**	-.01
Relational Orientation	.28***	.19***
Individuational Orientation	.19***	---
<i>F test results for Step 2</i>	<i>F (8,, 373) = 25.09***</i>	<i>F (10, 371) = 18.04***</i>
<i>R² for Step 2</i>	<i>.35</i>	<i>.33</i>
<i>Step 3</i>		
Gender	---	-.16***
Education Level	---	.16***
Marital Status	-.02	-.12**
Income Satisfaction	---	.24***
Extraversion	.11*	.08
Conscientiousness	.08	.11*
Agreeableness	.02	.09
Emotional Stability	.02	.14**
Openness to experience	.12*	-.07
Relational Orientation	.21***	.13*
Individuational Orientation	.18***	---
Relational Supp. of context	.04	-.05
Autonomy Supp. of context	.02	-.02
Relational Support. of leader	-.12	.23**
Autonomy Supp. of leader	---	-.12
Autonomy Need Satisfaction	-.00	.10
Competence need satisfaction	.18***	.16**
Relatedness need satisfaction	.19***	-.02
<i>F test results for Step 3</i>	<i>F (14, 367) = 18.59***</i>	<i>F (17, 364) = 13.53***</i>
<i>R² for Step 3</i>	<i>.42</i>	<i>.39</i>

Notes:1) (Gender (1=female, 2=male), Sector (1=public, 2=private), Marital Status(1=single and other, 2=married), Education (1=high school, 2=University, 3= Master and PHD), Higher scores from satisfaction with income represent higher income satisfaction 2) “---” represents IVs do not significantly correlate with DV and therefore were not included in the regression analyses. *p<.05, **p<.01*p<.001***;

According to the results of first step of regression analysis for psychological well-being shown that only marital status ($-.11, p<.05$) significantly predicted it. Second step of regression analysis indicated that extraversion ($.14, p<.001$), conscientiousness ($.13, p<.01$), openness to experience ($.17, p<.01$), relational orientation ($.28, p<.001$) and individuational orientation ($.19, p<.001$) predicted psychological well-being. R^2 of the second step regression analysis was found to be $.35, p<.001$. In the final step, it was found that extraversion ($.11, p<.05$) and openness to experience ($.12, p<.05$), relational ($\beta=.21, p<.001$) and individuational ($\beta=.18, p<.001$) orientations predicted psychological well-being. None of the work related variables were found to be significantly related with psychological well-being. On the other hand, need for competence ($\beta=.18, p<.001$) and need for relatedness ($\beta=.19, p<.01$) predicted psychological well-being significantly. Explained variance of the final step was found to be $.42, p<.001$.

First step of the regression analyses for life satisfaction shown that gender ($-.19, p<.001$), education level ($.14, p<.001$), marital status ($-.20, p<.01$), income satisfaction ($.31, p<.001$) significantly predicted it. According to the results of the second step, gender ($-.16, p<.001$), education level ($.17, p<.001$), marital status ($-.11, p<.01$), income satisfaction ($.29, p<.001$), extraversion ($.10, p<.05$), conscientiousness ($.12, p<.05$), emotional stability ($.14, p<.01$) and relational orientation ($.19, p<.001$) were significant predictors. R^2 of the second step regression analysis was found to be $.33, p<.001$. At the final step it was found that gender ($-.16, p<.001$), education level ($.16, p<.001$), marital status ($-.12, p<.01$), income satisfaction ($.24, p<.001$), conscientiousness ($.11, p<.05$) and lastly, emotional stability ($.14, p<.01$) continued to significantly predict life satisfaction. Furthermore, relational orientation ($.13, p<.05$), relatedness supportiveness of work context ($.23, p<.05$) and need for competence ($.16, p<.01$) also predicted life satisfaction significantly. The explained variance for life satisfaction was found to be $.39, p<.001$.

It was found that self orientations and basic need satisfaction were still influential on well-being to some extent when they put into analyses with both big five personality traits and demographic variables. Big five trait dimensions seemed to have lesser degree of importance when compared to self orientations and work-related variables on the other hand, several demographic variables were found to be influential on especially life satisfaction.

3.5. Testing Proposed Models with SEM

Structural Equation Modeling (SEM) approach to path analysis with observed variables with LISREL was used to test the proposed models. Observed variables approach remains a commonly used (e.g., Salem, 2004; Şimşek, 2007), valid and feasible technique (Stephenson & Holbert, 2003). It is generally viable for especially models include single item variables or composite scores of multiple items but especially when composite measures with high reliability, it produces quite similar results with model testing with latent variables (Stephenson & Holbert, 2003). The proposed models of the present study include variables that are made up of composite scores of multiple items and more over the composite scores have mostly satisfactory high alpha reliabilities (i.e., basic need satisfaction (.86), perceived relatedness supportiveness of context-leader perceptions were included-(.86), perceived autonomy supportiveness of context-leader perceptions were included-(.83), psychological well-being scale (.74), life satisfaction scale (.76), relational orientation (.83) and individuational orientation (.70). In this sense, the use of observed variable technique is considered as an applicable technique in the present study.

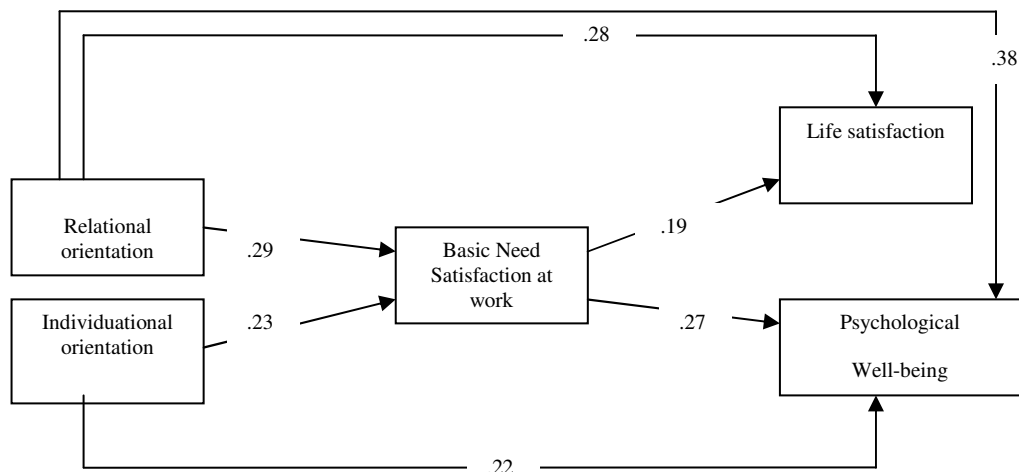
Stephenson and Holbert (2003) tested same data with the same proposed model by using firstly latent model, secondly by hybrid model –includes both latent and observed variables- and lastly by observed variable model. The results indicated observed variable approach is the most conservative approach on the on other hand, estimates of paths of the latent variable model and observed variable model were not significantly different from each other but hybrid model produced stronger path estimates than both models. As seen, path analysis with SEM approach with observed variables can be considered as a valid technique for model testing.

Schermelleh-Engel, Moosbrugger, and Müller (2003) indicated that different classes of fit indices should be used for evaluating the degree of model's fit to data. They reported that χ^2 and its p value, χ^2/df ratio, RMSEA, SRMR, NNFI, CFI, AGFI were frequently presented fit indices in current publications.

Therefore, these indices were reported with respect to the proposed model of the present study. According to the table presented in Schermelleh-Engel et al. 's (2003) article, χ^2 is expected to be significant or the ratio of χ^2 /df should not exceed 2; RMSEA and SMRMR should be in range between 0 and .05, NNFI, CFI and AGFI should be higher than .97 or at least over .95 for a proposed model to be provide good fit with the data.

3.5.1. Results for Proposed Model 1

Proposed model was tested by SEM and the path coefficients which were significant al least at $p < .05$ level are presented at Figure 4, below.



$$(\chi^2 (1, 383) = 0.48, p=.48; RMSEA= .00)$$

Figure 4. The Path Coefficients of the Proposed Model 1

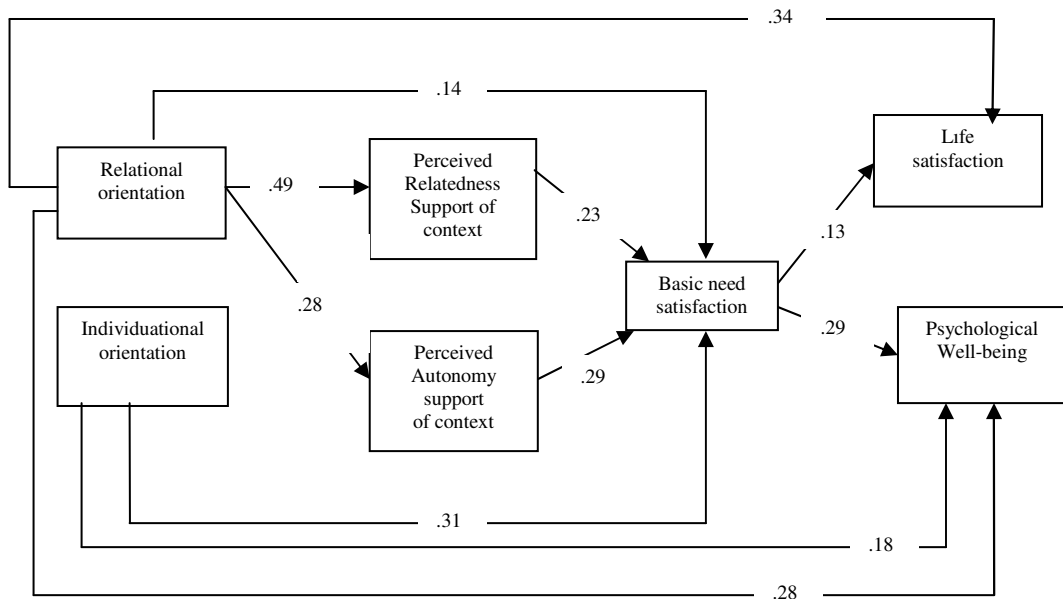
In order to test the first proposed model of the study, SEM analysis was performed by LISREL 8.3. The coefficient of the t values of estimated paths were all significant at least at the $p < .05$ level as given at Figure 5. The modification produced by LISREL program suggested letting the error variance to correlate between psychological well-being and life satisfaction. After the modification, the latest version of the model provided very good fit with the data $\chi^2 (1, 383) = 0.48$, $p=.48$, Root Mean Square Error of Approximation (RMSEA) = .00, Normed Fit Index (NFI) = 1.00, Adjusted Goodness of Fit Index (GFI) = 1.00, Standardized

Root Mean Square Residual (SRMR) = .025, Comparative Fit Index (CFI) = .99. As seen, χ^2 was found to be non-significant which represent model was confirmed to fit with the present data. Furthermore, all the goodness-of-fit indexes were found to support very good fit between proposed model and the present data.

As seen in the Figure 4, relational (.29) and individualational (.23) orientations predicted basic need satisfaction and in turn, need satisfaction directly predicted psychological well-being and life satisfaction (.19 and .27, respectively). As seen in the Figure 4, relational orientation and individualational directly predicted (.38 and .22, respectively) psychological well-being. Therefore, as predicted, the results indicated a partial mediation among relational and individualational orientation and psychological well-being over need satisfaction at work. On the other hand, results indicated a full mediation between individualation orientation and life satisfaction over need satisfaction at work where as a partial mediation between relational orientation and life satisfaction as relational orientation (.28) was also found to be directly associated with life satisfaction.

Overall, the first proposed model was supported very well by the data. The variances explained by the model were found as .12, .26 and .19 for basic need satisfaction at work, psychological well-being and life satisfaction, respectively.

3.5.2. Results for Proposed Model 2



$$(\chi^2 (7, 383) = 14.28, p = .046; RMSEA = .052)$$

Figure 5. Path Coefficients of Proposed Model 2

SEM analysis was performed by LISREL 8.3 for testing the second proposed model of the study. The non significant path from individuational orientation to autonomy supportiveness of context was removed. LISREL suggested a path from relational orientation to perceived autonomy supportiveness of work context. Although not included in the proposed model, based on the findings of the ANOVA, correlation and regression analyses indicated that relational orientation also relate with perceived autonomy support, a path from relational orientation to perceived autonomy support was tested. The relationship was significant and positive. The modifications were also produced by LISREL program in order to obtain more acceptable results with respect to fix indexes of the model. In line with the suggested modifications, the error variances between relatedness and autonomy supportiveness of the context as well as psychological well-being and life satisfaction were let to correlate. The final model indicated

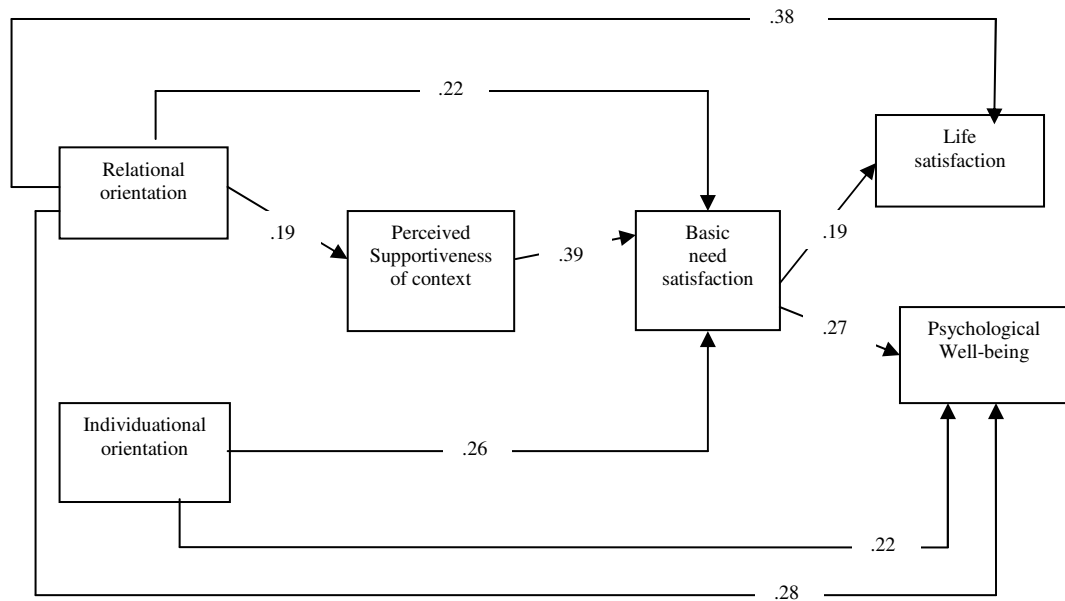
good fit with the data $\chi^2 (7, 383) = 14.28, p=.046$; Root Mean Square Error of Approximation (RMSEA) = .052, Normed Fit Index (NFI)=.98, Standardized Root Mean Square Residual (SRMR) = .025, Comparative Fit Index (CFI) = .99, Adjusted Goodness of Fit Index (AGFI) = .96.

As seen, although χ^2 of the model was found to be significant, the p value (.046) is close to .05 interval. χ^2 /df ratio was found as 2.04, which indicates that the model provided good fit to data (Schermelleh-Engel et al., 2003). Other goodness-of-fit indexes were all found to be in range which also represented the proposed model was confirmed by the data. Among the goodness-fit-indexes, only RMSEA score (.052) was slightly over the acceptable range ($0 \leq RMSEA \leq .05$) but Hu & Bentler (1999, cited in Schermelleh-Engel et al., 2003) suggested RMSEA scores which are less than .06 represent good fit. Based on the results by the fit indexes, proposed model was found to provide good fit with data.

Relational orientation (.28 and .49, respectively) predicted autonomy supportiveness of the work context and relatedness supportiveness of the work and in turn they predicted (.29 and .23, respectively) need satisfaction at work. Need satisfaction (.13 and .29, respectively) was found to related with psychological well-being and life satisfaction. Furthermore, relational orientation (.14, .28 and .34, respectively) was found to predict basic need satisfaction, psychological well-being and life satisfaction directly. On the other hand, individual orientation was not found to relate with autonomy supportiveness of the context. Individual orientation (.31 and .18, respectively) associated with basic need satisfaction and psychological well-being directly.

The variances explained by the model were found as .10, .04, .46, .26 and .19 for relatedness supportiveness of context, autonomy supportiveness of the context, basic need satisfaction at work, psychological well-being and life satisfaction, respectively.

3.5.3. Results for the Edited Version of Proposed Model 2



$$(\chi^2 (4, 383) = 6.17, p = .186; \text{RMSEA}=.038)$$

Figure 6. Path Coefficients of the Edited Version of Proposed Model 2

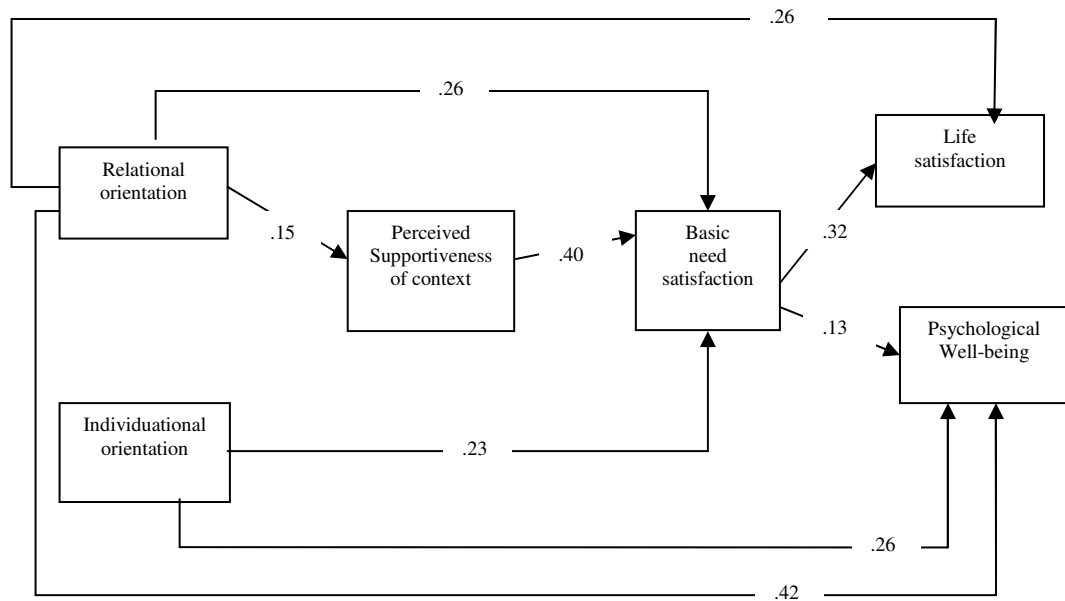
SEM analysis was performed by LISREL 8.3 for testing an alternative version of second proposed model of the study. As given previously, LISREL results for second proposed model indicated that relational orientation predicted both autonomy and relatedness supportiveness of context on the other hand individuational orientation did not predict autonomy supportiveness of context. Based on these results, relatedness and autonomy supportiveness of context were combined and named as perceived work context in order to obtain a more parsimonious model. The modifications were also produced by LISREL program in order to obtain more acceptable results with respect to fix indexes of the model. In line with the suggested modifications, the error variances between psychological well-being and life satisfaction were let to correlate. The final model indicated good fit with the data $\chi^2 (4, 383) = 6.17, p=.186$; Root Mean Square Error of Approximation (RMSEA) = .038, Normed Fit Index (NFI) =.99,

Standardized Root Mean Square Residual (SRMR) = .029, Comparative Fit Index (CFI) = .99, Adjusted Goodness of Fit Index (AGFI) = .97. As seen this new form of model indicated better fit compared to the earlier version of the proposed model.

Relational orientation (.19) predicted perceived organizational context and in turn it predicted (.39) need satisfaction at work. Need satisfaction (.19 and .27, respectively) was found to related with psychological well-being and life satisfaction. Furthermore, relational orientation (.22, .38 and .28, respectively) was found to predict basic need satisfaction, psychological well-being and life satisfaction directly. On the other hand, individual orientation (.26 and .22, respectively) associated with basic need satisfaction and psychological well-being directly.

The variances explained by the model were found as .04, .29, .26, .19 and .19 for perceived context, basic need satisfaction at work, psychological well-being and life satisfaction, respectively.

3.5.4. Results for Proposed Model 2 for Public Sector



$$(\chi^2 (4, 192) = 5.42, p = .25; RMSEA=.043)$$

Figure 7. Path Coefficients of Proposed Model 2 for Public Sector

SEM analysis was performed by LISREL 8.3 for testing the second proposed model of the study with using data obtained from public sector organizations. The results indicated that relational orientation predicted both autonomy and relatedness supportiveness of context on the other hand, individuational orientation did not predict autonomy supportiveness of context (see path diagram of model at Appendix H). As results were similar to the second proposed model for all participants, more parsimonious form of the model was tested for public employees as given at Figure 7. Here, relatedness and autonomy supportiveness of context were combined and named as perceived work context. The modifications were also produced by LISREL program in order to obtain more acceptable results with respect to fix indexes of the model. In line with the suggested modifications, the error variances between psychological well-being and life satisfaction were let to correlate. The final model indicated good fit with

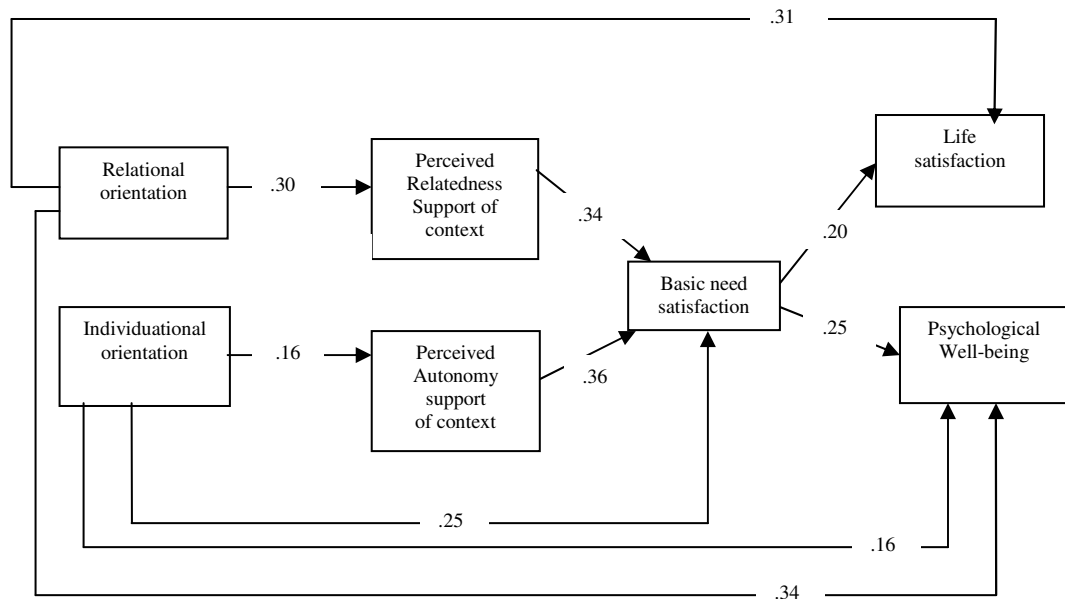
the data $\chi^2 (4, 192) = 5.42, p=.25$; Root Mean Square Error of Approximation (RMSEA) = .043, Normed Fit Index (NFI)=.97, Standardized Root Mean Square Residual (SRMR) = .043, Comparative Fit Index (CFI) = .99, Adjusted Goodness of Fit Index (AGFI) = .95.

As seen χ^2 of the model was found to be non-significant. Also, goodness-of-fit indexes were all found to be in acceptable ranges which also represented the model provide very good fit with data.

Relational orientation (.15) predicted work context and in turn it predicted (.40) need satisfaction at work. Need satisfaction (.13 and .32, respectively) was found to related with psychological well-being and life satisfaction. Furthermore, relational orientation (.26, .42 and .26, respectively) was found to predict basic need satisfaction, psychological well-being and life satisfaction directly. On the other hand, individuational orientation (.23 and .26, respectively) associated with basic need satisfaction and psychological well-being directly.

The variances explained by the model were found as .03, .27, .22 and .19 for perceived supportiveness of context, basic need satisfaction at work, psychological well-being and life satisfaction, respectively.

3.5.5. Results for Proposed Model 2 for Private Sector



$$(\chi^2 (7, 191) = 8.94, p = .25; RMSEA=.038)$$

Figure 8. Path Coefficients of Proposed Model 2 for Private Sector

SEM analysis was performed by LISREL 8.3 for testing the second proposed model of the study by using data obtained from the private sector organizations. As seen, proposed version of the model was supported except for the path from relational orientation to basic need satisfaction was non-significant and therefore this path was omitted from the model and the analysis was re-estimated. The modifications were also produced by LISREL program in order to obtain more acceptable results with respect to fix indexes of the model. In line with the suggested modifications, the error variances between relatedness and autonomy supportiveness of the context as well as psychological well-being and life satisfaction were let to correlate. The final model indicated good fit with the data $\chi^2 (7, 191) = 8.94, p=.25$; Root Mean Square Error of Approximation (RMSEA) = .038, Normed Fit Index (NFI)=.98, Standardized Root Mean Square Residual (SRMR) = .060, Comparative Fit Index (CFI) = .99, Adjusted Goodness

of Fit Index (AGFI) = .95.

As seen χ^2 of the model was found to be non-significant. Also, goodness-of-fit indexes were all found to be in acceptable ranges which also represented the model provide very good fit with data.

Relational orientation (.30) predicted relatedness supportiveness of the work whereas individual orientation (.16) predicted autonomy supportiveness of the work context and in turn they predicted (.34 and .36, respectively) need satisfaction at work. Need satisfaction (.25 and .20, respectively) was found to related with psychological well-being and life satisfaction. Furthermore, relational orientation (.34 and .31, respectively) was found to predict psychological well-being and life satisfaction directly. On the other hand, individual orientation also (.25 and .16, respectively) associated with basic need satisfaction and psychological well-being directly.

The variances explained by the model were found as .09, .03, .48, .25 and .16 for relatedness supportiveness of context, autonomy supportiveness of the context, basic need satisfaction at work, psychological well-being and life satisfaction, respectively.

CHAPTER 4

DISCUSSION

The aim of this study was mainly to explore possible determinants that lead to higher well-being (i.e., psychological well-being and life satisfaction) among Turkish private and public sector employees. The predictions of the study were broadly based on theoretical framework provided by BID Model and SDT. The key propositions of SDT was previously applied and supported at the organizational domain although these studies were limited in number (Sheldon et al., 2003) whereas BID Model was used within organizational setting for the first time in the present study. The main contribution of BID Model was considered to be the inclusion of relatedness dimension both as a self orientation type and a contextual characteristic into a study which concerns the possible determinants of employee well-being. Thus, BID Model was assumed to provide a more comprehensive framework compared to SDT to explain the targeted phenomena within this study.

The primary index used to assess individual differences among perceptions of employees with respect to work situation and well-being was relational and individual orientations and also four self construal types that stem from these self orientations which are proposed by BID Model, in the present study (İmamoğlu, 1998; 2003). Furthermore, work context-related perceptions (i.e.,

perceived autonomy and relatedness supportiveness of work context) are also construed as important as they are likely to be connected to employees' well-being (e.g., Ilardi et al., 1993). At the same time, closely connected to general organizational context, perceived leadership is also among the most popular areas in the organizational literature. Various studies were at hand which showed the link between supportive leadership behaviors and employee well-being (e.g., Gilbreath & Benson, 2004; Ilardi et al., 1993). Which behaviors actually define supportive leadership or which dimensions define work context may vary but, as mentioned, in this study they were limited by two dimensions of perceived relatedness and autonomy supportiveness. Another important feature of work context is proposed as basic need satisfaction by the SDT researchers. What makes basic need satisfaction at work important for the present study lies in its relationship with well-being. As mentioned in the literature review section, various studies have shown that it is closely connected to well-being of employees (e.g., Baard et al., 2004).

In this section, discussions on the results of the present study are presented. Then, general discussion, contributions and limitations of the study along with suggestions for future work are provided.

4.1. Self-construal Related Differences in Perceived Organizational Context and Well-being

Relational and individual self orientations were found to predict basic need satisfaction at work. As found by SDT researchers (e.g., Baard et al., 2004), basic need satisfaction at work was associated with both types of well-being in the present study which was conducted on a sample of Turkish employees. Since need satisfaction predicted both psychological well-being and life satisfaction, self orientations were found to be indirectly associated with both types of well-being as well. Furthermore, it was found that relational orientation directly predicted both psychological well-being and life satisfaction whereas individual orientation directly predicted only psychological well-being. Those findings were

expected in that relational self orientation has been demonstrated to represent the affective domain (İmamoğlu & Karakitapoğlu-Aygün, 2007). Furthermore, since psychological well-being is composed of both relational and self-developmental aspects (Ryff, 1989), as expected, both self orientations were also found to predict it.

With respect to most remarkable results concerning self construal types, it was found that those with related-patterned (i.e., most integrated self type) employees reported higher degrees of relatedness and autonomy supportiveness of work context and of their leaders compared to those with separated self type (i.e., separated-individuated and separated-patterned self-construal types). Furthermore, it was found that those with related self types (i.e., related-individuated and related-patterned self construal types) perceived higher relatedness and competence need satisfaction than those with separated self construal types in the present study. With respect to autonomy need satisfaction, those with related-individuated self type were significantly higher than those with separated types as well. Then, it seems that relational self aspects were more influential on need satisfaction compared to individual ones, according to the results of this study. As will be remembered, SDT researchers have proposed and found that autonomous causality orientation, with respect to individual differences, relates with basic need satisfaction. On the other hand, as mentioned before, we are not able to fully compare the present study's results with previous ones as they did not use relational aspects as predictors of need satisfaction and well-being. Lastly, those with related self type had significantly higher well-being (i.e., psychological well-being and life satisfaction) compared to those with separated self type (i.e., separated-individuated and separated-patterned self-construal types).

Overall, the results up to this point indicated that related self construals; and particularly, the related-patterned self construal type, were found to be more associated with positive consequences. Employees with those self types seem to be more favorable about their work context, leader and basic need satisfaction and finally, about their degrees of psychological well-being and life satisfaction compared to those with separated ones. Cross-cultural researchers continue to

define Turkey as a collectivist country (e.g., Caldwell-Harris & Ayçiçeği, 2006; Koopman et al., 1999; Wasti, 2002). As stated in the section on BID Model, related-patterned self construal type (i.e., the most integrated self type) is considered to stereotypically characterize the common self construal type of collectivist cultures. Therefore, they are likely to have relatively higher degree of fit between their self construal type and their general cultural context compared to those with other self construal types.

Furthermore, within this respect, those with balanced type –as they are high on relational orientation- can be also considered to be relatively more fit to culture compared to those with separated types. This point has been pointed by some researchers such as by Wachs (2000) who noted

that individuals whose characteristics fit well within a given culture context will tend to show better adaptation to this context than individuals with characteristics that run counter to the demands of their culture (p. 166-167, as cited in Caldwell-Harris & Ayçiçeği, 2006).

Thus, Caldwell-Harris and Ayçiçeği (2006) have tested Wachs' proposition in a study which aimed to compare allocentrics in an individualist culture (i.e., the U.S.) and idiocentrics in a collectivist culture (i.e., Turkey) with respect to degree of vulnerability to psychiatric disorders. The findings confirmed the personality-culture clash hypothesis that allocentrism correlated significantly with highest number of clinical scales in the American sample whereas idiocentrism correlated significantly with highest number of clinical scales in the Turkish sample. Allocentrism was related with low scores on all clinical tests and therefore, was considered to be the healthiest personality type in Turkey (Caldwell-Harris & Ayçiçeği, 2006). They also found out that students who received mid-range scores on both dimensions of collectivism and individualism (they labeled them as adaptables) firstly, were numerically the largest group and secondly, were likely to have the lowest clinical scores in the American sample. Then, their results indicated that allocentrics in Turkey and adaptable group in American sample represented the healthiest groups. The result with respect to relational style were discussed as “the advantages of a highly relational style

reveal themselves regardless of the culture” (Caldwell-Harris & Ayçiçeği, 2006, p. 355).

However, the study has not tested four self construal types proposed in the BID Model. Therefore, we are not able to fully compare their results with the present study. Note that, İmamoğlu and Karakitapoğlu-Aygün (2004) stated that individualism and collectivism should not be seen as equals with individuation and relatedness, respectively. But, İmamoğlu and Karakitapoğlu-Aygün (2004) also stated that

although not equivalent, individuation may be expected to be associated with those aspects of individualism that focus on one’s uniqueness and reliance on internal referents; relatedness however may be considered to be associated with those aspects of collectivism concerned with being related with others and valuing affectionate ties with family and significant others (p.280).

Thus, if we were to read the characteristics of adaptables with the codes of BID Model, we might state that they are more likely to represent to balanced self construal type which is considered to have access to both relational and individual aspects. Consistent with the present study’s expectations, they were found to be the healthiest group in the U.S. sample (Caldwell-Harris & Ayçiçeği, 2006). Furthermore, allocentrics (who might be considered as mostly similar with the related-patterned compared to other self construal types proposed in the BID Model) were the healthiest group within the Turkish sample (Caldwell-Harris & Ayçiçeği, 2006). Then, with respect to the results of the present study, that those with related-patterned self construal type had more favorable views about work context and also that those with related self type reported higher need satisfaction at work and well-being compared to those with separated self types seem to be congruent with the results and the comments provided by Caldwell-Harris and Ayçiçeği (2006).

A further explanation might be linked to the fact that relational orientation was found to be associated with for instance, perceived loving-accepting family atmosphere, being satisfied with one’s self and family (İmamoğlu, 2003), with attachment security in all types of relationships (i.e., attachment security with the

family, peers and romantic partners) (İmamoğlu & İmamoğlu, 2007), positive outlook towards the future (İmamoğlu & Güler-Edwards, 2007). It seems that those with relational orientation are likely to be relatively more satisfied with or more favorable about their conditions than those with separated self types. The results were consistent with the previous studies on BID Model in this respect and they may be considered to add further support to the relevant proposition of İmamoğlu (2003).

4.2. Sector-Type Related Differences

In public sector organizations, it was found that relational self orientation predicted both autonomy and relatedness supportiveness of work context whereas in private sector organizations, relational orientation predicted relatedness supportiveness and individual orientation predicted autonomy supportiveness of the context. In public sector organizations, both relational and individual orientations directly predicted need satisfaction which in turn, predicted both types of well-being. On the other hand, in private sector organizations, only individual orientation directly predicted need satisfaction whereas relational orientation just indirectly influenced need satisfaction over perceived supportiveness of context.

As seen, only relational orientation was associated with perceived contextual support in public organizations, whereas in private sector organizations, both self orientations were associated with it. It seems that under the conditions provided by public sector organizations, those with relational orientation were favorable with work context globally. Those who are high on relational orientation seem to be more positive about their evaluations concerning not just relatedness but also autonomy supportiveness of the context in public sector organizations. This might be linked to, their positive outlook (e.g., İmamoğlu, 2003).

On the other hand, as private sector organizations were found to be perceived as more relatedness and autonomy supportive and also as higher on

autonomy need satisfaction compared to public organizations, they seem to be more suitable for those with individual orientation. This was also indicated by the results that, firstly, those with individuated (i.e., related-individuated and separated-individuated) self construal types were found to have significantly higher perceived relatedness and autonomy supportiveness at private sector compared to those of public sector and secondly, the difference between the most integrated (i.e., related-patterned) and most differentiated (i.e., separated-individuated) types was more pronounced in public sector organizations. That is, most integrated employees perceived the highest degrees of autonomy and relatedness supportiveness whereas the most differentiated ones perceived the least amounts of autonomy and relatedness support in public sector organizations. Richer and Vallerand's (1995) findings were seen to be congruent with present study's findings. That is, Richer and Vallerand (1995) found those who were high on self determination (high on autonomous causality orientation) showed less self determined behavior when they perceived their leader as controlling compared to the ones with low self determined profile. On the other hand, when leader was perceived as less controlling, those with high self determination showed higher intrinsic motivation than those with low self determination profile (Richer & Vallerand, 1995). Therefore, in comparison with those results in the present study, under conditions of public sector organizations, those with individuated type perceived less autonomy support on the other hand, under conditions of private sector organizations, they seem to perceive higher support.

The results on sector-related differences, in general, might be linked to differential contextual characteristics of Turkish public and private sector organizations. Firstly, as mentioned, Turkish public sector organizations were described as mainly hierarchical-bureaucratic and strictly rule-oriented (Ateş, 2004). It was stated that organizational culture is mostly concerned with preserving stability and status quo rather than accomplishing improvement and change (Ateş, 2004). On the other hand, private sector was evaluated as more entrepreneurial, adaptive and having an innovative culture (Ateş, 2004). That is, they are more likely to be open to new ideas and be flexible in order to increase

motivation, effectiveness as compared to public organizations. Based on the relevant literature, autonomy supportiveness was expected to be more salient in private sector than public sector. Actually, this proposition seems to be confirmed by the above mentioned results of this study.

Secondly, Sengupt and Sinha (2005) indicated that all organizations operate in the social milieu; socio-cultural factors possibly influence individual perceptions as well as their interactions with their supervisors and colleagues. Thus, congruent with the general cultural context, collectivism was found to be the most prevalent value in Turkish private sector organizations (Paşa et al., 2001). But, although not assessed directly for public sector organizations, it should be noted that collectivism is also likely to be prevalent in Turkish public sector organizations as well. Moreover, Özmen (2005) indicated that Turkish employees perceived their managers as far less people-oriented as they wanted them to be compared to task-orientation. She stated that this might imply the greater importance attributed by employees on people-oriented behaviors. Furthermore, it was also found that ideal-actual congruence with respect to people-orientation was a significant predictor of job satisfaction of employees (Özmen, 2005). It seems that the findings concerning the importance of relational aspects on need satisfaction and well-being in Turkish context was congruent with above mentioned literature.

4.3. Determinants of Eudaimonic and Hedonic Well-being of Turkish Employees

Relational self orientation predicted both psychological well-being and life satisfaction whereas individual self orientation associated with only psychological well-being. Basic need satisfaction was also found to predict directly with both types of well-being. Furthermore, autonomy supportiveness of work context was found to be associated with need satisfaction in several SDT researches (e.g., Baard et al., 2004). Here, it was also found to predict need satisfaction but furthermore, as a contribution of the present study, relational self

orientation was also found to predict it in public sector organizations both indirectly and directly, whereas indirectly predicted it in private sector organizations. In this sense, both self orientations and both types of contextual support were found to predict psychological well-being and life satisfaction indirectly over need satisfaction as well.

Overall, it was found that both self orientations and basic need satisfaction, in particular, satisfaction of need for competence and relatedness were the most important predictors of psychological well-being. Self orientations were confirmed to be related to psychological well-being as they were proposed to complement each other for optimal human functioning by BID Model (İmamoğlu, 2003; İmamoğlu & İmamoğlu, in preparation). Also, basic need satisfaction, consistent with the propositions of SDT, was confirmed to predict both types of well-being in the present study.

As will be recalled, eudaimonic well-being literature often cites big five traits as among the most influential predictors of psychological well-being (e.g., Schumutte & Ryff, 1997). In the present study, only extraversion and openness to experience slightly and positively predicted psychological well-being. However, as mentioned before, the influence of big five traits were relatively weaker than that of self orientations and basic need satisfaction. Their influence on well-being might be whittled away possibly by self orientations. The relationships among big five traits and self orientations were indicated by İmamoğlu and Beydoğan (in preparation). They found that relational orientation is predicted by higher degrees of extraversion, conscientiousness, emotional stability and lower degrees of openness to experience whereas individuational orientation is predicted by lower degrees of agreeableness and higher degrees of openness to experience.

Beyond the above mentioned direct link between relational orientation and need satisfaction on life satisfaction, the results of the study also indicated that gender, education, marital status, income satisfaction, conscientiousness, and emotional stability predicted it, significantly. Accordingly, not only those with higher relational orientation and those who have higher need satisfaction but also those who are women, single, those with higher education level and income

satisfaction level, lastly those who are high on conscientiousness, and emotional stability reported to have higher degrees of life satisfaction.

As seen, the case of life satisfaction was rather different from the one of psychological well-being. Psychological well-being, mostly consistent with the literature on eudaimonic well-being, was found to be related with certain psychological needs and self orientation differences rather than with one's status or material satisfaction. The difference between psychological well-being and subjective well-being is more likely to stem from the fact that subjective well-being depends on people's own evaluations of level of satisfaction in their lives (Diener et al., 1998). That is, people are allowed to decide whether their lives are satisfying or not depending on their individual values, aims in life and life circumstances. Therefore, the sources of psychological well-being, which is made up of six pre-conceived domains, and life satisfaction might differ. Life satisfaction was found to be related with also other things in life such as being satisfied with one's income. Based on the findings of the previous studies, this particular result was among expectations. As mentioned before, in Oishi et al.'s (1999) study Turkey was categorized under poor nations and the findings of the study indicated that financial satisfaction is more strongly related with life satisfaction in poorer nations as compared to wealthier nations. Moreover, Sheldon and Hoon (2007) tested the best predictors of life satisfaction in each subsets of need satisfaction, big five traits, personal goals, self evaluations and social support. They found that high competence need satisfaction, low neuroticism, good goal progress, high self esteem and high social support were best predictors of life satisfaction. As seen, the significant predictors of life satisfaction in the present study seem to be congruent with some of those significant predictors (i.e., low neuroticism, higher social support and need for competence satisfaction) listed in Sheldon and Hoon's (2007) findings.

Lastly, although job satisfaction was not in the scope of this study, it related to both types of well-being and on the other hand, it was predicted by also work related perceptions and relational orientation (İmamoğlu & Beydoğan, in preparation). The association between job and life satisfaction was stronger than

that of between job satisfaction and psychological well-being. Diener and Scollon (2003) state that life satisfaction is not sum of its parts but represents a general satisfaction trend or positivity which shows itself on both life satisfaction and other domain satisfactions (e.g., job satisfaction). Lastly, it also predicted life satisfaction significantly (İmamoğlu & Beydoğan, in preparation). It should be noted that even after the inclusion of job satisfaction as a predictor in the equation, other significant predictor continued to predict life satisfaction. As job satisfaction was not included as a critical variable in the study, no further discussions will be made on the relationship between job satisfaction and two types of well-being but, it seems that particular determinants of well-being (i.e., relatedness and autonomy supportiveness of context, basic need satisfaction, relational orientation) were also influential on job satisfaction which relates to both psychological well-being and life satisfaction (İmamoğlu & Beydoğan, in preparation). Future studies might expand our understanding on the issue.

4.5. General Conclusion and Contributions of the Study

One of the main contributions of the present study was that self orientations proposed in the BID Model were tested for the first time in an organizational setting and were demonstrated to be significantly important for well-being of Turkish employees. As will be remembered, previous studies only assessed autonomy causality orientation -autonomous causality orientation could be seen as relevant to an individual orientation- to predict need satisfaction and in turn positive work consequences and well-being of employees (e.g., Baard et al., 2004). The findings indicated that relational orientation's importance was not just on predicting other predictors of well-being (e.g, basic need satisfaction) but also directly predicting both kinds of well-being of employees. This could be considered as a support for the decision to use BID Model as it proposed relational orientation along with individual orientation to assess individual differences. As proposed by BID Model, both self orientations were found to be

related with both eudaimonic and hedonic well-being which provided support to BID Model's claim that they are important for optimal human functioning.

Secondly, studies conducted by SDT researchers indicated that perceived higher degree of autonomy supportiveness of context and of leader was related with higher degrees of basic need satisfaction at work and in turn, it was related with several positive outcomes including well-being of employees (e.g., Deci et al., 2001). However, as mentioned previously, possible influence of perceived relatedness supportiveness dimension was not studied by these studies. Just as perceived autonomy supportiveness, perceived relatedness supportiveness was found to be an important determinant of need satisfaction at work and in turn well-being of employees based on the findings of the present study. It was confirmed that likewise of relational orientation, relatedness supportiveness of the context appears to contribute to prediction of well-being of Turkish employees, particularly at the public sector.

Thirdly, basic need satisfaction at work was tested for the first time, to our knowledge, in the present study and as found by SDT researches, was found to be related with both eudaimonic and hedonic well-being in Turkish work context as well. This might be considered as a support for SDT, that basic needs are universal and important for optimal functioning.

When the findings of the present study are globally evaluated, relational aspects both as individual differences and contextual characteristics were found to have relatively higher impact as compared to individual aspects on basic need satisfaction and well-being of Turkish employees. For instance, those with related-patterned type were more satisfied with their work context in public sector compared to those with separated self types and reported to have at least equal amounts of basic need satisfaction and well-being as those with balanced self type. There is an emphasis in Turkish culture on relationships with others. For instance, Karakitapoğlu-Aygün (2004) found that relational concern strongly correlated with personal identity, in a group of Turkish university students, indicating the salience of relationships in defining personhood in Turkey. Similarly, Uskul et al. 's (2004) found that although with respect to actual

interpersonal closeness, there were no significant difference among Euro-Canadians and Turkish respondents; there were differences among groups with respect to ideal closeness terms. That is, Turkish respondents reported to want more closeness compared to Euro-Canadians. The authors stated that the findings are a reflection of idealized values in the Turkish society. The importance of expected and idealized relatedness on Turkish participants was also demonstrated by İmamoğlu and Karakitapoğlu-Aygün (2006). Therefore, they may have more congruence with the salient values in Turkish culture as compared to other self types. Lu (2006) commented on the issue as that

“individual’s cultural fit undoubtedly has critical implications for his or her well-being. If an individual is in accord with those shared values or behaviors, his transactions with social environment are bound to be smooth, as in a sense the societal culture resides in him. However, if an individual does not share the societal culture his transactions with the social environment are likely to be conflictual, distressful, confrontational, or resigned, hampering his psychological adjustment and subjective well-being” (p. 205).

Thus, Lu (2006) found that people who were consistent with their societal culture were generally better off in terms of subjective well-being than those who were incongruent. Then, the findings with respect to higher influence of relational aspects on well-being of Turkish employees were expected in this sense.

It should be noted that the results provide support for not only cultural fit phenomenon, but also to the importance of both relatedness and individuation needs for optimal human functioning at various domains of life. That is, it was also found that individual aspects were also predictive in well-being of Turkish employees. This is also an expected finding as several researchers have previously pointed out that relational and individual aspects co-exist in Turkey (e.g., Karakitapoğlu-Aygün, 2004) as in other cultures (e.g., İmamoğlu & Karakitapoğlu-Aygün, 2006; 2007).

The findings also indicated that private and public sector organizations were reported to have differential characteristics within the scope of the study. It seems that those with individuated type are relatively more fit to or more satisfied with private sector rather than public sector organizations.

The present study explored employees' perceptions from a variety of different organizations, occupations and also from both public and private sector organizations which may increase confidence about generalizability of the results at least to Turkish employees who were mostly well-educated and from large cities.

Overall, the present study indicated that both individual-related (i.e., self orientations of employees) and also context-related variables (degrees of autonomy and relatedness supportiveness, need satisfaction of the work context and also private vs. public sector organization distinctions) are influential for both eudaimonic and hedonic well-being of Turkish employees.

4.6. Limitations of the Study and Suggestions for Future Work

As Turkish culture is often considered as a collectivist context, the prediction strength of relatedness supportiveness of the work context or the leader and/or relational self orientation in more individualist contexts and also in other collectivist contexts is still open to question. The findings of the study should be tested within different cultures in order to evaluate the generalizability of the findings of the present study.

Although the study investigated employees' perceptions from various type of organizations, occupations and also from both public and private sector, still the findings should be tested with different sample groups (e.g., respondents from smaller cities or from lower SES or education levels) from Turkish employees as to whether it may be replicated or not. For instance, even in this study, it was found that the findings obtained from private sector organizations and public sector organizations were relatively different from each other.

Furthermore, within-cultural differences might also differ with respect to differential characteristics of the cultures. For instance, in the present study, it appeared that those with related-patterned self construal type were more satisfied both in terms of perceived relatedness and also autonomy supportiveness of the context however; those with balanced and differentiated self types were found to

be more sensitive to the contextual constraints. However, in other cultures, relevant results concerning self contrual types might differ.

In the present study, the possible influence of self orientations, perceived autonomy and relatedness support in context and leader and basic need satisfaction were mainly tested with respect to employee well-being. However, these variables might also be influential on job consequences as well (e.g., intrinsic motivation, job satisfaction –which was measured with only single item in the present study-, commitment, extra work behaviors, and burn-out). Further studies could also include above mentioned specific job outcomes within their scope.

Lastly, the findings of the study were based solely on perceptions of the participants. For instance, Doty & Glick (1998) stated that “common methods varience is cause for concern” (p.374). Although, based on their results of meta-analysis, they quickly added that “but, it does not invalidate many research findings” (p.374), this should named as a limitations of the present study.

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APPENDIX A-
BALANCED INTEGRATION DIFFERENTIATION SCALE (BIDS)
(İmamoğlu, 1998)

Balanced Integration Differentiation Scale (BIDS)

Relational Orientation Subscale:

2. Kendimi aileme hep yakın hissedeceğime inanıyorum.
3. İnsanlarla ilişki kurmakta güçlük çekiyorum. (R)
5. Kendimi duygusal olarak toplumun dışında kalmış gibi hissediyorum. (R)
6. Kendimi duygusal olarak aileme çok yakın hissediyorum.
8. Kendimi yakın çevremden duygusal olarak kopmuş hissediyorum. (R)
9. Kendimi insanlardan olabildiğince soyutlayıp, kendi isteklerimi gerçekleştirilmeye çalışırım. (R)
10. Hayatta gerçekleştirmek istediğim şeyler için çalışırken, ailemin sevgi ve desteğini hep yanımda hissedirim.
11. Kendimi yalnız hissediyorum. (R)
12. Ailemle duygusal bağlarımın zayıf olduğunu hissediyorum. (R)
13. Ailemle aramdaki duygusal bağların hayatta yapmak istediğim şeyler için bana güç verdiğini düşünüyorum.
14. Kendimi diğer insanlardan kopuk hissediyorum. (R)
16. Kendimi sosyal çevreme duygusal olarak yakın hissediyorum.
19. İnsan geliştikçe, ailesinden duygusal olarak uzaklaşır. (R)
23. İnsanın yapmak istediklerini yapabilmesi için, ailesiyle olan duygusal bağlarını en aza indirmesi gerekir. (R)
25. Zamanımızda insanlar arasında güçlü duygusal bağların olması, kendileri için destekleyici değil, engelleyici olur. (R)
- *29. Toplumlar geliştikçe, insanlar arası duygusal bağların zayıflaması doğaldır. (R)

Individual Orientation Subscale:

1. Kendi kendime kaldığımda yapacak ilginç şeyler bulabilirim.
4. Kendi isteklerimi yapabilmek için kendime mutlaka imkan ve zaman tanımaya çalışırım.
7. Farklı olmaktansa, toplumla düşünsel olarak kaynaşmış olmayı tercih ederim.
(R)
15. Toplumsal değerleri sorgulamak yerine benimsemeyi tercih ederim. (R)
17. Kendimi ilginç buluyorum.
18. İnsanın kendini kendi istediği gibi değil, toplumda geçerli olacak şekilde geliştirmesinin önemli olduğunu düşünüyorum. (R)
- *20. İnsanın en önemli amacı sahip olduğu potansiyeli hakkıyla geliştirmek olmalıdır.
21. İnsanın kendi farkındalığını geliştirip ortaya çıkarabilmesi gerekir.
22. Kişinin kendine değil, topluma uygun hareket etmesi, uzun vadede kendi yararına olur. (R)
24. Çevremdekilerin onayladığı bir insan olmak benim için önemlidir. (R)
26. Sahip olduğum potansiyeli ve özelliklerimi geliştirip kendime özgü bir birey olmak benim için önemlidir.
27. Çevreme ters gelse bile, kendime özgü bir misyon için yaşayabilirim.
28. Herkesin kendi farklılığını geliştirmeye uğraşması yerine toplumsal beklentilere uygun davranmaya çalışmasının daha doğru olduğu kanısındayım. (R)

*Items excluded from the analyses.

APPENDIX B-
PSYCHOLOGICAL WELL-BEING SCALE (PWS)
(Ryff, 1989)

Psychological Well-being Scale (PWS)

Autonomy Subscale:

1. Güçlü fikirleri olan insanların etkisi altında kalırım. (R)
2. İnsanların genel kabullerine uymasa bile kendi düşüncelerime güvenirim.
3. Kendimi başkalarının önemli gördüğü değerlere göre değil, kendi önemli gördüklerime göre yargılarım.

Environmental mastery Subscale:

4. Genel olarak yaşamımda duruma hakimimdir.
5. Günlük yaşamın gerekleri çoğu zaman beni zorlar. (R)
6. Gündelik yaşamın çeşitli sorumluluklarıyla genellikle oldukça iyi baş ederim.

Purpose in Life Subscale:

7. Hayatı gün be gün yaşar, aslında geleceği düşünmem. (R)
8. Bazı insanlar yaşamda anlamsızca dolanırlar ama ben onlardan değilim.
9. Bazen hayatta yapılması gereken her şeyi yapmışım gibi hissederim. (R)

Self-Acceptance Subscale:

10. Yaşam öyküme baktığımda, olayların gelişme şeklinden memnuniyet duyarım.
11. Kişiliğimin çoğu yönünü beğenirim.
12. Birçok bakımdan, hayatta başarabildiklerimi hayal kırıcı bulurum. (R)

Positive Relations with Others Subscale:

13. Yakın ilişkileri sürdürmek benim için zor olagelmıştır. (R)
14. İnsanlar benim verici, vaktini diğerleriyle paylaşmaktan kaçınmayan biri olduğumu söyleyeceklerdir.
15. İnsanlarla sıcak ve güvene dayalı çok ilişkim olmadı. (R)

Growth Subscale:

16. Bence insanın kendiyle ve dünyayla ilgili görüşlerini sorgulamasına yol açacak yeni yaşantıları olması önemlidir.
17. Benim için hayat sürekli bir öğrenme, değişme ve gelişme süreci olagelmıştır.
18. Hayatımda büyük değişiklikler veya gelişmeler kaydetmeye çalışmaktan çoktan vazgeçtim. (R)

APPENDIX C-
THE SATISFACTION WITH THE LIFE SCALE (SWLS)
(Diener et al., 1995)

The Satisfaction with the Life Scale (SWLS)

1. Birçok bakımdan hayatım idealime yakın.
2. Yaşam koşullarım mükemmel.
3. Hayatımdan memnunum.
4. Şimdiye kadar hayatımda istediğim önemli şeyleri elde ettim.
5. Eğer hayatımı yeniden yaşasaydım, hemen hiçbir şeyi değiştirmezdim.

APPENDIX D-
SHORT VERSION OF BIG FIVE SCALE
Selected items from Somer and Golberg (1999)

Short Version of Big Five Scale

Extraversion Subscale:

1. Atak
2. Dışadönük
3. Sosyal
4. Kendine Güvenli
5. Canlı, hareketli

Conscientiousness Subscale:

6. Çalışkan, azimli
7. Kontrollü
8. Sorumluluk sahibi
9. Prensip sahibi, ilkeli
10. Disiplinli

Agreeableness Subscale:

- *11. Uysal
12. Uyumlu
13. Anlayışlı
14. Duyarlı
15. Uzlaştırıcı

Emotional Stability Subscale:

16. Sakin
17. Endişesiz
18. Huzurlu
19. Telaşsız
20. Rahat, tedirgin olmayan

Openness to Experience Subscale:

21. Geniş görüşlü
22. Araştırmacı, inceleyici, sorgulayıcı
23. Gelişime açık
24. Yaratıcı
25. Değişikliğe açık

*Item excluded from the analyses.

APPENDIX E-
PERCEIVED AUTONOMY AND RELATEDNESS SUPPORTIVENESS OF
WORK CONTEXT SCALE
(İmamođlu, 2006)

Perceived Autonomy and Relatedness Supportiveness of Work Context Scale*

Autonomy Supportiveness Subscale:

1. Kontrol edici (R)**
3. Özgür bırakıcı
4. Cezalandırıcı (R)
6. Kurumsal beklentiler yönünde baskıcı (R)
8. Çalışanlara inisiyatif kullanma imkanı sağlayan
10. Kısıtlayıcı, baskıcı (R)

Relatedness Supportiveness Subscale:

2. İlgisiz, kayıtsız (R)
7. Çalışanların rahat iletişim kurabilmeleri için elverişli
9. İletişim kurmanın güç olduğu (R) **
12. Sevecen, sıcak ilişkilerin olduğu
5. Ödüllendirici
11. Çalışanlara güvenilen, sorumluluk verilen

** items excluded from the scale due to alpha reliabilities and factor analyses.

APPENDIX F-
BASIC NEED SATISFACTION AT WORK SCALE
(Hardi et al., 1993)

Basic Need Satisfaction at Work Scale

Need for autonomy Subscale:

1. İşimi nasıl yapacağım ile ilgili kararlara pek çok katkıda bulunurum.
5. İşyerimde kendimi baskı altında hissedirim. (R)
8. İş yerimde genellikle fikir ve düşüncelerimi ifade etmekte kendimi özgür hissedirim.
11. İş yaşamımda çoğu zaman bana söyleneni yapmak durumundayım. (R)
13. İşyerimde dikkate alınırım.
17. İşyerimde genellikle kendim olabildiğimi hissedirim
20. İş yaşamımda işimi nasıl yapacağıma kendimce karar verme imkanım pek yok. (R)

Need for competence Subscale:

3. Çoğu zaman işimle ilgili olarak kendimi pek yeterli hissetmem. (R)
4. İşyerimdeki kişiler yaptığım işleri iyi yaptığımı söylerler.
10. İşimle ilgili yeni beceriler kazanmayı başarırım.
12. Çoğu günler işimle ilgili yaptıklarımın dolayısı bir başarı hissi duyarım.
14. İşyerimde duygularım dikkate alınır.
19. Çalışırken çoğu zaman kendimi pek yeterli hissetmem. (R)

Need for Relatedness Subscale:

2. Birlikte çalıştığım kişileri gerçekten severim.
6. Birlikte çalıştığım kişilerle iyi geçinirim.
7. İş yerimde genellikle kendi başımayımdır. (R)
9. Beraber çalıştığım kişileri arkadaşım olarak kabul ederim.
15. İşyerimde ne kadar yetenekli olduğumu pek gösterme fırsatım olmaz. (R)
16. İşyerimde yakın hissettiğim çok insan yok.
18. Birlikte çalıştığım kişiler benden pek hoşlanmazlar. (R)
21. İşyerimdeki kişiler bana genellikle dostça davranır.

APPENDIX G-
PERCEIVED AUTONOMY AND RELATEDNESS SUPPORTIVENESS OF
LEADER SCALE
(adapted from GLOBE, Paşa et al.,2001)

Perceived Autonomy and Relatedness Supportiveness of Leader Scale

Relatedness Supportiveness Subscale:

1. Personelini destekler ve onlarla ilgilenir.
2. Kişilerin birbirlerine fikirlerini açıkça söyleyebilecekleri bir ortam yaratır.
3. Empatiktir, başkalarının duygularını anlar.
4. Personelinin özel sorunlarıyla ilgilenmez. (R)

Autonomy Supportiveness Subscale:

8. Kendini geliştirmeye açıktır.
5. Yaratıcı ve meraklıdır.
6. Yenilikleri ve yeni fikirleri yüreklendirir, teşvik eder.
7. Esnek düşünür, değerlendirmelerini çok yönlü ele alır.
9. Kendine güvenmez. (R)

APPENDIX H-
ITEMS FOR
JOB SATISFACTION & INCOME SATISFACTION
(İmamođlu, 2006)

Item for Job Satisfaction

1. Genel olarak, mevcut işinizden ne derece memnunsunuz?

Item for Income Satisfaction

1. Gelir düzeyinizden ne kadar memnunsunuz?

APPENDIX I-
ANOVA RESULTS FOR ALL DEPENDENT VARIABLES AS A
FUNCTION OF
SELF CONSTRUAL TYPES AND GENDER

ANOVA Results for all Dependent Variables as a Function of
Self Construal Types and Gender

DV	IV	F	η_p^2
Psychological well-being	Self-construal Type (SCT)	21.75***	.15
	Gender (G)	.46	.00
	SCT x G	1.2	.01
Life Satisfaction	Self-construal Type (SCT)	14.78***	.11
	Gender (G)	3.65	.01
	SCT x G	.86	.01
Job Satisfaction	Self-construal Type (SCT)	4.94**	.04
	Gender (G)	.00	.00
	SCT x G	.64	.01
Need for Autonomy	Self-construal Type (SCT)	10.15***	.08
	Gender (G)	.035	.00
	SCT x G	.14	.00
Need for Relatedness	Self-construal Type (SCT)	11.25***	.08
	Gender (G)	.96	.00
	SCT x G	1.13	.01
Need for Competence	Self-construal Type (SCT)	15.58***	.11
	Gender (G)	.16	.00
	SCT x G	.30	.00
Autonomy supportiveness of work context	Self-construal Type (SCT)	3.80*	.03
	Gender (G)	.31	.01
	SCT x G	.29	.00
Relatedness supportiveness of work context	Self-construal Type (SCT)	8.62***	.07
	Gender (G)	.40	.00
	SCT x G	1.81	.01
Autonomy supportiveness of leader	Self-construal Type (SCT)	6.14***	.05
	Gender (G)	.90	.00
	SCT x G	.00	.00
Relatedness supportiveness of leader	Self-construal Type (SCT)	5.70**	.04
	Gender (G)	.78	.00
	SCT x G	.07	.00

APPENDIX J-

**Means, Standard Deviations and ANOVA Results of Perceived
Relatedness and Autonomy Supportiveness at Work Context as
Function of Interaction between Self- Construal and Sector Type**

Table. Means, Standard Deviations and ANOVA Results of Perceived Relatedness Supportiveness at Work Context as Function of Interaction term between Self-Construal and Sector Type (N=383)

<u>Self-construal Type</u>	<u>Sector</u>						
	<u>Public Sector</u>			<u>Private Sector</u>			
	M	SD	N	M	SD	N	
Separated-Patterned	3.35ab	.79	42	3.29a	.76	49	
Separated-Individuated	2.94 a	.76	53	3.37a	.73	46	
Related-Patterned	3.64b	.85	52	3.79b	.81	48	
Related-Individuated	3.25ab	.83	45	3.78b	.66	48	
		F			η_p^2		
SCT x S		2.82*			.02		

Note: Subsample means not sharing subscripts are significantly different from each other at least at $p < .05$ level, according to Tukey HSD post-hoc analysis.

*** $p < .011$, ** $p < .01$, * $p < .05$.

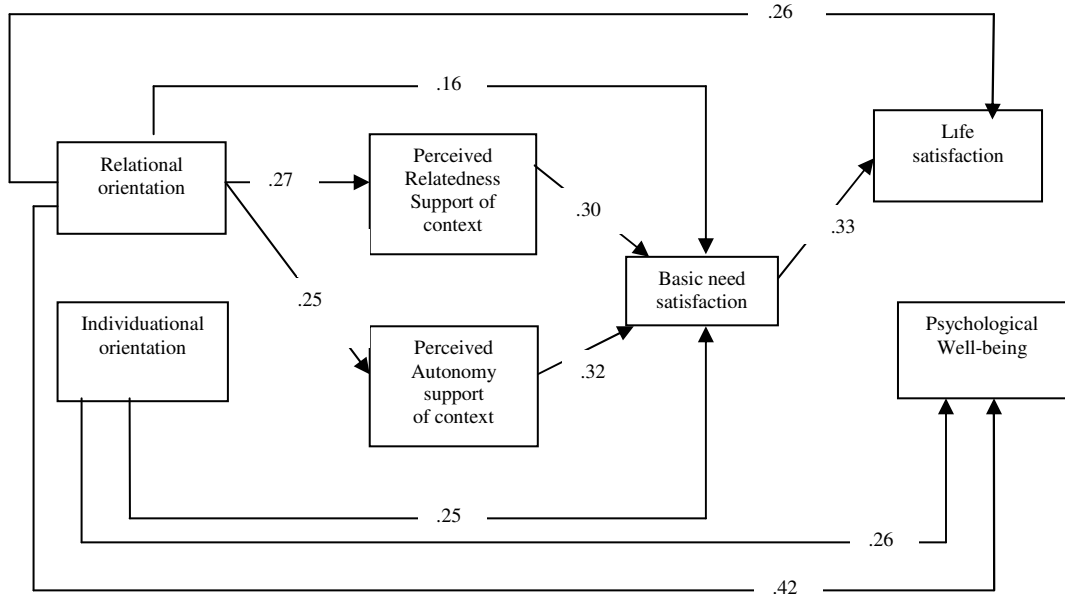
Table. Means, Standard Deviations and ANOVA Result of Perceived Autonomy Supportiveness at Work Context as Function of Interaction term between Self Construal and Sector Type (N=383)

<u>Self-construal Type</u>	<u>Sector</u>						
	<u>Public Sector</u>			<u>Private Sector</u>			
	M	SD	N	M	SD	N	
Separated-Patterned	3.14ab	.61	42	3.32a	.57	49	
Separated-Individuated	2.91a	.76	53	3.56a	.67	46	
Related-Patterned	3.47b	.64	52	3.60a	.67	48	
Related-Individuated	3.14ab	.85	45	3.65a	.74	48	
		F			η_p^2		
SCT x S		3.17*			.03		

Note: Subsample means not sharing subscripts are significantly different from each other at least at the $p < .05$ level, according to Tukey HSD post-hoc analysis.

*** $p < .001$, ** $p < .01$, * $p < .05$.

APPENDIX K-
PATH COEFFICIENTS OF SECOND PROPOSED MODEL
FOR PUBLIC SECTOR



$(\chi^2 (7, 192) = 14.02, p=.05; RMSEA=.073)$

Figure. Path Coefficients of Proposed Model 2 for Public Sector

APPENDIX L-
TÜRKÇE ÖZET

TÜRKÇE ÖZET

Çalışmanın temel araştırma problemi Türk özel ve kamu kesimi çalışanlarının psikolojik iyi oluş (psychological well-being) ve yaşam doyumlarını (life satisfaction) yordayan olası etmenleri incelemektir. Çalışma, genel anlamda teorik çerçeve olarak Dengeli Ayırışma-Ayırdetme Bütünleşme Modeli (Balanced Integration Differentiation Model) (İmamoğlu, 1998; 2003) ve Kendi-Belirleme (Özgür İrade) Kuramına (Self-Determination Theory) (Deci ve Ryan, 1985) dayandırılarak yürütülmüştür.

İYİ OLUŞ (WELL-BEING)

İnsanlar için optimal işlevselliğin ve iyi yaşamın anlamı her zaman önemli bir tartışma konusu olmuştur. Bu konu güncel psikolojide de önemli yer tutmaktadır. Alanda iyi oluş kavramını inceleyen iki temel ve göreceli olarak birbirinden farklı bakış açısı bulunmaktadır. Bunlardan biri psikolojik iyi oluş (psychological well-being ya da eudaimonism) ve diğeri ise subjektif iyi oluş (subjective well-being ya da hedonism) olarak adlandırılmaktadır (örneğin, Keyes ve diğeri, 2002; Ryan and Deci, 2000; Waterman, 1993).

Subjektif İyi Oluş

Subjektif iyi oluş bakış açısı tarihsel olarak hedonist görüşe dayandırılmaktadır. Hedonistlerin önemli temsilcilerinden biri olan Demokritus'a göre mutluluk durumu kişinin sahip oldukları ile ilgili değil, kişinin hayatını çevreleyen dış koşullara tepki verme biçimiyle ilgilidir (Diener ve diğeri, 2003

içinde). Genel olarak hedonist bakış açısına göre, mutluluk hoş geçirilen zamanının toplamına eşittir. Günümüz psikolojisinde de subjektif iyi oluş terimi sıradan insanların mutluluk ya da doyum olarak nitelendirdikleri olguya denk düşmektedir (Diener ve diğerleri, 2003).

Bradburn (1969) mutluluğun yüzyıllarca ahlaki, teolojik ya da ekonomik bir problem olarak çalışıldığını ancak son zamanlarda psikolojik bir problem durumu olarak ele alındığını belirtmektedir. Mutluluğun ilk psikolojik kavramsallaştırmalarından biri Bradburn (1969) tarafından geliştirilmiştir. Ona göre mutluluk birbirinden bağımsız olan pozitif ve negatif duygulanımdan oluşmaktadır. Bradburn'ün (1969) bulgularına göre iyi oluşun en iyi yordayıcısının bu iki tip duygulanım arasındaki fark olduğu bulunmuştur. Diğer yandan, Andrew ve Withey (1976; Diener ve diğerleri, 1985 içinde) subjektif iyi oluşun alt boyutları arasına yaşam doyumunun da gerektiği belirtilmiştir. Kişiler önceden belirlenmiş bazı standartlara göre değil, subjektif, yani kendi değer ve görüşleri çerçevesinde sahip oldukları kendi standartları çerçevesindeki değerlendirmelerine göre yaşam doyum düzeylerini belirlemektedirler. Burada yaşam doyumu bilişsel ögeyi temsil etmektedir. Duygusal ve bilişsel ögeler birbirinin tamamlayan parçalar olarak görülebilir (Pavot ve Diener, 1993).

Genel olarak, demografik değişkenlerin subjektif iyi oluşun %20'sini açıklayabildiği bulunmuştur (Diener ve Scollon, 2003). Öte yandan, subjektif iyi oluş daha çok kişilik özellikleri ile ilişkili olduğu bulunmuştur (örneğin, Diener ve diğerleri, 1997; Libran, 2006). Ancak, son zamanlarda kişisel özellikler ve dışsal koşulların (örn. , toplumsal kültür) etkileşiminin subjektif iyi oluş ile olan ilişkisi de vurgulanmaya başlanmıştır (Diener ve diğerleri, 1993; Lu ve Gilmore, 2004, Uskul ve diğerleri, 2004).

Psikolojik İyi Oluş

İyi oluş olgusu son zamanlarda oldukça popüler bir konu olmakla birlikte kavramın kökenleri Eski Yunan'da bulunabilir. Psikolojik iyi oluş ile ilgili en eski görüşlerin Aristoteles'e ait olduğu bildirilmektedir (Waterman, 1993). Güncel

psikolojide, psikolojik iyi oluş bakış açısı kişilerin benlikleri ile ilgili farkındalığı artırmaya amaçlayan ahlaki bir perspektif olarak tanımlanmaktadır (Waterman, 1993). Bu çalışmada, psikolojik iyi oluş başlığı altında iki kuramdan bahsedilmiştir. Bunlardan ilki Çok Boyutlu Psikolojik İyi Oluş Modeli (Multi-dimensional Psychological Well-being Model) (Ryff, 1989) ve ikincisi ise Kendi-Belirme (Özgür İrade) Kuramı (Self-Determination Theory)dır (Deci ve Ryan, 1985, 2002).

Çok Boyutlu Psikolojik İyi Oluş Modeli

Ryff (1989) literatürdeki ilgili görüşleri derleyerek birbirinden ayrı altı boyuttan oluşan psikolojik iyi oluş modelini önermiştir. Bu boyutlar, kendini kabullenme (self-acceptance), kişisel gelişim (personal growth), hayat amacı (purpose in life), diğer kişilerle olumlu ilişkiler (positive relations with others), çevresel hakimiyet (environmental mastery), ve özerklik (autonomy)tir.

Keyes ve diğerleri (2002) psikolojik iyi oluş ve subjektif iyi oluşun tek bir örtük değişken altında değil, iki ayrı örtük değişken halinde temsil edildiklerini bulmuştur. Bulgulara göre iki kavram ilişkili olsalar da bağımsız yapılarını koruyabilmişlerdir. Özellikle psikolojik iyi oluşun varoluşsal öğeleri olan kişisel gelişim ve yaşam amacı, subjektif ya da hedonik iyi oluştan en fazla ayrışan boyutlar olarak bulunmuştur. Diğer yandan, kendini kabullenme ve çevresel hakimiyet ise subjektif iyi oluş ile en fazla ilişkili olan boyutlar olarak bulunmuştur (Keyes ve diğerleri, 2002).

Subjektif iyi oluş gibi, psikolojik iyi oluş da kişisel özellikler ile ilişkili olduğu bulunmuştur (Schumutte ve Ryff, 1997). Yapılan çalışmalarda ayrıca psikolojik iyi oluşun subjektif iyi oluşa kıyasla fiziksel sağlıkla da daha fazla ilişkili olduğu bulunmuştur (Ryff ve diğerleri, 2004; Ryff ve diğerleri, 2006).

Bu iki temel iyi oluş bakış açısı arasında hangisinin iyi oluşu en iyi temsil ettiği ile ilgili olarak tartışma devam etmektedir. Yaşam doyumu ya da subjektif iyi oluş literatürde daha fazla kullanılmaktadır (Ryan ve Deci, 2000). Ancak, araştırmacılar subjektif iyi oluşun psikolojik iyi oluşun ancak bir kısmını temsil

ettiğini bildirmektedirler (örn., Diener ve diğerleri, 1998). Waterman (1993) psikolojik iyoluşun subjektif iyi oluşa neden olma ihtimalinin subjektif iyi oluşun psikolojik iyi oluşa yol açma ihtimalinden daha yüksek olduğunu bulmuştur. Ayrıca yukarıda da belirtildiği gibi psikolojik iyi oluş durumu aynı zamanda fiziksel sağlıkla da daha yakın ilişkiye sahiptir. Yine de genel olarak değerlendirildiğinde, her iki iyi oluş durumunun da kişilerin için önemli ve farklı yere sahip olduğu öne sürülebilir.

Özgür İrade (Kendi Belirme) Kuramı

Özgür İrade Kuramı ise birçok küçük kuramın bir araya gelmesiyle oluşturulmuştur (Ryan ve Deci, 2002). Bunlar kısaca, Bilişsel Değerlendirme Kuramı (Cognitive Evaluation Theory), Organismasal Bütünleşme Kuramı (Organismic Integration Kuramı), Genel Nedensellik Yönelimi Kuramı (General Causality Orientation Theory) ve Temel Psikolojik İhtiyaçlar Kuramı (Basic Psychological Needs Theory)'dir.

Bu çalışma için temel olarak kullanılan küçük kuram ise Temel Psikolojik İhtiyaçlar Kuramı'dır. Kurama göre üç temel psikolojik ihtiyacın doyurulması insanların psikolojik gelişimi, bütünlüğü ve iyi oluşu için şarttır. Bu temel ihtiyaçlar, özerklik ihtiyacı (need for autonomy), ilişkililik ihtiyacı (need for relatedness) ve yeterlik ihtiyacı (need for competence) olarak belirlenmiştir (Deci ve Ryan, 2002). Kısaca, özerklik ihtiyacı kişinin aktivitelerinin benliğiyle uyumlu olduğu ile ilgili algıları içerir, ilişkililik ihtiyacı önemli diğer kişilere bağlı olma duygularını ifade eder ve yeterlik ihtiyacı ise istenilen etkileri etkili bir biçimde doğurma ve sonuçlara ulaşma ile ilgili deneyimleri belirtir (Reis ve diğerleri, 2000).

Kuramın temel varsayımı tüm insanların bütünsel bir benlik geliştirmek için doğal, doğuştan gelen ve yapıcı eğilimleri olduğudur (Deci ve Ryan, 2002). Bunun için de yukarıda belirtilmiş olan üç temel ihtiyacın doyurulması gerekmektedir. Bu üç temel psikolojik ihtiyacın tüm insanlar açısından en uygun düzeydeki gelişim ve psikolojik sağlık için gerekli olduğu ve doyurulmaları

durumunda ise parçalanmaya, yabancılaşmış işlevselliğe ve kötü olma haline neden olacağı ileri sürülmüştür (Ryan ve Deci, 2001).

Kuramın temel önermeleri birçok alanda uygulanmış ve desteklenmiştir (örn., Filak ve Sheldon, 2003; Kasser ve Ryan, 1999; Ilardi ve diğerleri, 1993). Ayrıca, temel psikolojik ihtiyaçların dengeli biçimde doyurulması iyi oluş açısından önemli da olduğu bulunmuştur (Sheldon, 2006).

Temel ihtiyaçların doğuştan geldiği (innate) öne sürülmüş ve dolayısıyla kültürden kültüre doyurulma biçimleri değişebilse de her insan için gerekli olduğu belirtilmiştir. Kültürel bakımdan en tartışmalı olan psikolojik ihtiyaç özerklik ihtiyacıdır (örn., Iyengar ve Lepper, 1999). Ancak, Chirkov ve diğerleri (2003) bu tartışmanın özerkliğin çoğu zaman bağımsızlıkla (independence) eş anlamlı kullanılmasından kaynaklandığını ve Özgür İrade Kuramı'nda özerkliğin kişinin gerçek benliğine uygun davranması olarak kavramsallaştırıldığı belirtmişlerdir. Bu anlamda, diğerlerine herhangi sosyal bir ihtiyaç için dayanmamak olarak tanımlanan bağımsızlığın tersi bağımlılık (dependence) olarak görülmekte ve ayrıca özerklik ve ilişkililik arasında bir zıtlık ilişkisi kurulmamaktadır (Chirkov ve diğerleri, 2003). Ryan ve Deci (2000) de bir kültürel yapının bir ihtiyaca kıyasla bir diğerine (örn., bireyci toplumlarda özerklik ve toplulukçu toplumlarda ilişkililik ihtiyacı) daha fazla önem verebileceğini ancak, yine de bu üç temel ihtiyacın her toplumdaki tüm insanlar için gerekli olduğu, birbirleriyle çelişen değil birbirlerini tamamlayan bir ilişkiler içinde bulduklarını bildirmektedir. Yapılan çalışmalar da değişik kültürel alt yapıya sahip toplumlarda bu üç ihtiyacın benzer şekilde en doyurucu ihtiyaçlar arasında nitelendirildikleri öte yandan bu ihtiyaçların doyurulmamasının ise en doyumsuz hissedilen durumlar olarak bildirildiği bulunmuştur (örn., Sheldon ve diğerleri, 2001).

Kuramda bireysel farklılıkların temel ihtiyaçların doyurulmasında önemli olduğu ileri sürülmüştür. Özerklik nedensellik yönelime (autonomy causality orientation) sahip bireyler kontrol edilmiş nedensellik yönelime (controlled causality orientation) sahip bireylere göre kıyasla daha fazla temel ihtiyaç tatmin edebileceği öne sürülmüştür (Deci ve Ryan, 1985b). Ayrıca sosyal ortamların bu temel psikolojik ihtiyaçların doyurulmasına imkan sağlamalarının sağlıklı

işlevselliğe, diğer yandan engellemelerinin ise tam tersine neden olacağını belirtmektedir (Ryan ve Deci, 2000). Kuram daha önce iş ortamına uygulanmış ve kuramın önemli önermeleri desteklenmiştir (ör., Baard ve diğerleri, 2004). Kuramın bu önermesi ileride örgütsel ortam ile ilgili bölümde daha detaylı aktarılacaktır.

Çalışanların İyi Oluş Düzeyleri Açısından Bireysel Farklılıklar

Bu çalışma çalışanların iyi oluş durumlarını yordayan olası ortamsal ve bireysel özellikleri incelemeyi amaçlamıştır. İşte bu çerçevede Dengeli Ayrışma Bütünleşme Modeli çalışanların örgüt ortamı, liderleri, işyerinde temel psikolojik ihtiyaç tatminleri ve iyi oluş düzeyleri açısından algıları arasında bireysel farklılıkların ölçülmesinde temel olarak kullanılmıştır. Yine, algılanan örgüt ortamının özellikleri incelenirken de modelin önerdiği dört ortam tipi örgütsel alana adapte edilmiştir. Öte yandan, Beş Faktör Modeli (Five Factor Model-Big Five) olarak adlandırılan beş temel kişilik özelliği de daha önceki çalışmalarda iyi oluş ile ilişkili bulunduğu için bu çalışmaya kontrol amaçlı olarak dahil edilmiştir.

Dengeli Ayrışma-Ayırדתme Bütünleşme Modeli

Dengeli Ayrışma-Ayırדתme Bütünleşme (Denge) Modeli kendileşme (individuation) ve ilişkililik (relatedness) arasındaki bağ ve bunların benlik-sistemdeki rolleri ile ilgili kavrayışı irdelemeyi amaçlamaktadır (İmamoğlu, 2003). Model öncelikle; kendileşme ve ilişkililik boyutlarının; genel olarak varsayıldığı gibi, aynı boyutun iki ucunu temsil etmediğini ileri sürmektedir. Bunun tersine, modelde bu iki benlik yönelimi birbirlerini tamamlayan bağımsız boyutlar olarak kavramsallaştırmaktadır. Bu varsayım, değişik kültürlerde ve Türkiye’de yapılan çalışmalarla desteklenmiştir (örn., İmamoğlu ve Karakitapoğlu-Aygün, 2004, İmamoğlu ve İmamoğlu, 2007).

Değişik kültürdeki insanların aynı temel bütünleşme ve ayrışma ihtiyaçlarına sahip olduklarını ve her iki ihtiyacın en uygun düzeyde işlevsellik

için yaşamsal öneme sahip olduğunu belirtilmektedir (İmamoğlu, 1998). Benzer bakış açısı, başka araştırmacılar tarafında da ifade edilmiştir (örn., Deci ve Ryan, 2000; Guisinger ve Blatt, 1994; Kağıtçıbaşı, 2005, Sato, 2001).

Kendileşme eğilimi kişisel ayrışma yönelimi olarak adlandırılmıştır ve insanların kendilerini ayrıştırarak gerçekleştirme ihtiyaçları olarak tanımlanmıştır (İmamoğlu, 2003). Bu yönelim düşük ucu normatif (kuralcı) kalıplaşma (normative patterning) ve yüksek ucu ise kendileşme (individuation) olarak adlandırılmıştır. Kendileşme kişinin içsel referanslarıyla tutarlı öz-gelişimsel eğilimlerini nitelerken kalıplaşma ise dışsal referanslara göre şekillenmeyi betimlemektedir (İmamoğlu, 1998). Diğer taraftan, insanların aynı zamanda diğer kişilere bağlanma ihtiyaçları olduğu da belirtilmektedir. Bu ise kişiler arası bütünleşme yönelimi olarak adlandırılmıştır (İmamoğlu, 1998). Bu yönelimin düşük ucu kopukluk ve yüksek ucu ise ilişkililik olarak adlandırılmıştır.

Model ayrıca yukarıda bahsedilen iki boyutun düşük ve yüksek uçları kullanılarak oluşturulan dört benlik tipi (self-construal types) önermektedir. Bunlar ilişkili-kendileşmiş (related-individuated), ilişkili-kalıplaşmış (related-patterned), kopuk-kendileşmiş (separated-individuated) ve kopuk-kalıplaşmış (separated-patterned) benlik tipi olarak adlandırılmışlardır (İmamoğlu, 1998; 2003). Aralarındaki en ayrılmış olan kopuk-kendileşmiş tip, genel olarak, Batı bireyci topluluklarını temsil eden benlik tipiyle ilişkilendirilirken, diğer yandan en bütünleşmiş tip olarak nitelenen ilişki-kalıplaşmış tip ise genel olarak Doğu toplulukçu kültürlerini temsil ettiği düşünülen benlik tipiyle ilişkilendirilmektedir (İmamoğlu, 2003). İlişkili-kendileşmiş tip dört benlik tipi arasında en dengeli ve diğer yandan, kopuk-kalıplaşmış tip ise en dengesiz tip olarak varsayılmaktadır (İmamoğlu, 2003). Modelde önerilen dört benlik tipinin ve dolayısıyla iki benlik yöneliminin genelde olduğundan daha homojen olarak algılanan kültür-içi değişkenliğin keşfedilmesine yardımcı olacağı öne sürülmüştür ve bu görüş bulgularla da desteklenmiştir (İmamoğlu 1998; İmamoğlu, 2003; İmamoğlu ve Karakitapoğlu-Aygün, 2006).

Yine, modelde kısıtlayıcı kontrol (restrictive kontrol) ve sevgi-kabullenme (love-acceptance) boyutları kullanılarak oluşturulmuş dört farklı (aile) ortam tipi

önerilmiştir. Bunlar, ayrışmış (differentiative), bütünleşmiş (integrative), dengesiz (unbalanced) ve dengeli (balanced) ortam tipleri olarak adlandırılmışlardır. Ayrışmış aile ortamı düşük kabul ve düşük kısıtlayıcı kontrol içeren, bütünleşmiş aile ortamı aşırı koruyucu ve koşullu kabul ve sevgi içeren, dengesiz aile ortamı yüksek kısıtlayıcı kontrol ve düşük sevgi-kabul içeren ve son olarak dengeli aile ortamı ise düşük kısıtlayıcı kontrol ve yüksek kabul-sevgi içeren ortamlar olarak kavramsallaştırılmıştır (İmamoğlu, 2003). Önerilen aile ortamı tiplerinden her birinin belirli bir benlik tipinin oluşmasına katkıda bulunacağı varsayılmaktadır (örneğin, dengeli aile ortamının ilişkili-kendileşmiş benlik tipinin oluşmasına vesile olduğu önerilmektedir) (İmamoğlu, 2003). Bu çalışmada belirtilen ortam tipleri örgütsel alana uyarlanarak kullanılmıştır. Bu bağlamda, çalışmada, örgütsel ortam algılanan özerklik desteği ve ilişkilik desteği olarak adlandırılan iki boyut üzerinden değerlendirilmiştir. Diğer yandan, algılanan örgütsel ortam, lider, iyi oluş ve işyerinde psikolojik ihtiyaçların tatmin düzeyleri üzerinden bireysel farklılıklar çalışılırken hem önerilen dört benlik tipi hem de bunları oluşturan kendileşme ve ilişkililik yönelimleri temel araştırma değişkenleri olarak kullanılmıştır. Denge Modeli, bu çalışmada ilk kez örgütsel alanda test edilmiştir.

Beş Faktör Modeli

Çoğu araştırmacı birçok kişilik özelliğinin temel olarak beş faktörde gruplandırılarak temsil edilebileceği üzerinde hemfikirdirler (McCrea, 2002). Beş-Faktör Modeli değişik kültürlerde kişilik yapılarını tanımlayan kapsamlı bir kişilik özellikleri sınıflandırmasıdır (McCrea, 2002). Bu faktörler Dışa Dönüklük (Extraversion), Uyumluluk (Agreeableness), Sorumluluk Sahibi Olmak (Conscientiousness), Deneyime Açıklık (Openness to Experience), Duygusal İstikrar (Emotional Stability) olarak adlandırılmıştır. Somer ve Golberg (1999) Türk kişilik özelliklerini belirten sıfatlar ile Türk örneklemini üzerinde beş faktörlü yapıyı desteklemişlerdir. Hint-Avrupa dil ailesinin (örneğin, İngilizce) dışında kalan Türkçe'de aynı yapının varlığının bulunması önemli bir bulgu olarak nitelendirilmiştir (Somer ve Goldberg, 1999). Yine, McCrea ve Costa (1997) da

birçok farklı kültürde beş faktörlü yapının varlığına ulaşmışlar ve modelin evrenselliğine ilişkin kanıt sağlamışlardır.

Genel olarak, beş faktörden oluşan kişilik özelliklerinin iyi oluşu yordadığı bildirilmiştir (Diener et al., 2003; Ryff and Keyes, 2002). Bu bağlamda, benlik tiplerinin yanı sıra kontrol amaçlı olarak beş faktörden oluşan kişilik özellikleri çalışmada kullanılmıştır.

Çalışanların İyi Oluş Düzeyleri Açısından İş Ortamındaki Olası Etmenler

Algılanan İş Ortamı ve Çalışanların İyi Oluş Durumları

Daha önce belirtildiği gibi algılanan iş ortamı bu çalışmada iki temel boyut ile sınırlandırılmıştır. Bunlardan birincisi ortamın özerklik desteği ve ikincisi ise ortamın ilişkilik desteğidir. Bunun dışında, Temel İhtiyaçlar Kuramı tarafından önerilen üç temel ihtiyacın örgütsel ortamda tatmin edilme düzeyleri de çalışmaya dahil edilmiştir. Algılanan özerklik desteği boyutu ve onun hem ihtiyaç tatmini ve hem de çalışanların iyi oluş düzeylerine etkisi Özgür İrade Kuramı'nın iş hayatına uygulandığı çalışmalarda sıklıkla çalışmış olmasına (örneğin, İlardi, 1993) rağmen algılanan ilişkilik desteği boyutunun bu değişkenler üzerindeki etkisi ilk kez bu çalışma ile test edilmiştir.

Özgür İrade Kuramı'nı temel alan çalışmalar genel olarak kuramın önermelerini desteklemiştir. Örneğin, Deci ve diğerleri (1989) özerkliği destekleyen iş ortamının çalışanların algıları, duygu ve doyum düzeylerini etkileyeceğini ve bunun da çalışanların temel psikolojik ihtiyaçlarını karşılamalarına ve işleri hakkındaki tutumlarını olumlu olarak etkileyeceğini önermişlerdir. Beklendiği gibi, özerkliği destekleyen iş ortamının çalışanların temel psikolojik ihtiyaçları ile ilgili doyum düzeylerini artırdığı ve bunun da çalışanların iyi oluş düzeyleri ve çeşitli olumlu iş sonuçlarını da etkilediği bulunmuştur (Baard ve diğerleri, 2004; Deci ve diğerleri, 1989).

Diğer bir çalışmada, İlardi ve diğerleri (1993) ücret ve iş statüsü

değişkenleri kontrol edildikten sonra özerklik, ilişkilik ve yeterlik ihtiyaçlarının tatmininin çalışanların iş performanslarını, iş doyumlarını ve psikolojik uyumlarını olumlu olarak etkilediği bulunmuştur. Yine, daha toplulukçu bir kültüre sahip olan Bulgaristan ve bireyci kültüre sahip olduğu bildirilen Amerika'da yürütülen karşılaştırmalı çalışmalarda her iki örnekte de özerklik desteği algısının ihtiyaç tatminini artırdığı ve bunun da algılanan kaygıyı azaltıp iş performansı artırdığı bulunmuştur (Deci ve diğerleri, 1994).

Genel olarak bu çalışmada Dengeli Ayırma Bütünleşme Modeli çerçevesinde hem ortamın özerklik desteğinin hem de ilişkilik desteğinin çalışanların iyi oluşlarını ve ihtiyaç tatminleri olumlu olarak etkileyeceği varsayılmıştır. Böylelikle, önceki çalışmalardan farklı olarak ilişkilik desteği boyutu da algılanan ortam özelliği olarak dahil edilmiştir.

Algılanan Liderlik ve Çalışanların İyi Oluş Durumları

Bu çalışmada, algılanan iş ortamı özellikleri ile paralel olarak, algılanan lider davranışları özerklik ve ilişkilik desteği boyutları üzerinden incelenmiştir. Gilbreath ve Benson (2004) lider davranışı ve çalışan iyi oluşu arasındaki ilişkiyi inceleyen çalışmaların 1970'li yıllarda başladığını bildirmektedir. Liderin özerklik desteğinin etkileri özellikle son yıllarda Özgür İrade Kuramı çerçevesinde test edilmiştir (örn., Baard ve diğerleri, 2004). İlişkilik desteğinin iyi oluş üzerindeki etkisi, daha önce de belirtildiği gibi, kuramın test edildiği bu çalışmalarda özerklik desteği ile birlikte çalışılmamıştır ancak başka çalışmalarda yakın kavramlarla (örn., sosyal destek) incelenmiştir.

Sparks ve diğerleri (2001) yönetim baskısının çalışanların iyi oluşlarını olumsuz olarak etkilediğini, diğer yandan etkili iletişimin iyi oluş için önemli bir faktör olduğunu bildirmişlerdir. Benzer şekilde, Keyes ve diğerleri (2000) kısıtlayıcı baskının çalışanlarda olumsuz duygulara ve istemeyen sonuçlara yol açacağını belirtmektedirler. Seltzer ve Numerof (1988) liderler çalışanları ile ilgilendiklerinde, çalışanların daha düşük tükenme düzeyi bildirdiklerini bulmuştur. Dierendonck ve diğerleri (2004) güven, geribildirim gibi faktörler

tarafından oluşturulan destekleyici liderliğin çalışanların iyi oluşlarıyla olumlu olarak ilişkili olduğunu bulmuştur.

Richer ve Vallerand'ın (1995) çalışmasında hem lider hem de çalışanların özelliklerinin etkileşiminin içsel ve dışsal motivasyon üzerindeki etkisi çalışılmıştır. Sonuçlara göre, yüksek kendi belirleme (high self-determination) düzeyine sahip çalışanların düşük kendi belirleme düzeyine sahip çalışanlara göre daha fazla içsel motivasyona sahip oldukları bulunmuştur. Öte yandan, yüksek kendi belirleme düzeyine sahip çalışanlar, düşük gruptakilere göre, cezalandırıcı-kontrol ortam özellikleri altında liderlerini daha fazla kontrol edici olarak algılamışlardır. Görüldüğü gibi, hem ortamın hem de kişilik özelliklerinin etkileşimi iş oluş ve diğer iş sonuçları üzerinde etkili olabilmektedir.

Son olarak, Baard ve diğerleri (2004) ise daha fazla özerklik nedensellik yönelimine sahip olan çalışanların ve iş ortamında algılanan lider özerklik desteğinin birbirinden bağımsız olarak işyerinde temel psikolojik ihtiyaçları karşılama düzeyini artırdığını ve bunun da dolayısıyla çalışanların psikolojik uyumlarını artırdığını bulmuştur.

Türk Kamu ve Özel Sektör Örgütlerinin Genel Özellikleri

Genel olarak ekonomik ve yönetsel anlamda, kamu sektörü malların ve hizmetin devlet tarafından yürütülen kısmını ve diğer taraftan, özel sektörü ise kar amacı güden ve devlet tarafından kontrol edilmeyen kısmını tanımlamaktadır (Wikipedia, 2007). Özel sektör örgütleri genel olarak daha az bürokratik, daha az biçimsel, daha fazla rekabete dayalı ve daha fazla özerklik desteğine sahip olarak nitelenebilir (Örneğin, Aycan ve Kanungo, 1996; Bourantas ve Papalexandris, 1999).

Türk kamu örgütleri büyük, temel olarak hiyerarşik, bürokratik yapılar olarak tanımlanmaktadır (Ateş, 2004). Diğer taraftan, Türk özel sektör örgütleri ise genelde aileler tarafından yürütülen, daha yaratıcı ve adapte olabilen yapılar olarak nitelendirilmektedir (Ateş, 2004). Paşa ve diğerleri (2001) özel sektör örgütlerinde toplulukçuluğun yaygın bir değer olduğunu bildirmektedirler. Ancak,

kamu sektörü örgütleri bu çalışmaya katılmadığı için bu anlamda bir kıyaslama yapılamamıştır. Yine de, genel toplumsal kültür düşünüldüğünde toplulukçuluğun kamu örgütlerinde de önemli bir değer boyutu olması beklenebilir.

Genel olarak değerlendirildiğinde, bu çalışmada, kar amaçlı ve devlet kontrolü altında olmayan örgütler olarak özel sektör örgütlerinin yeniliğe daha açık, daha esnek, bu anlamda çalışanları güdülemek için özerklik ve ilişki desteğini daha fazla kullanabilen yapılara sahip olduğu varsayılmıştır.

Araştırma Soruları

Araştırmanın birinci sorusu ile algılanan iş ortamı ve liderin sağladığı özerklik ve ilişkililik algısının benlik tipine göre değişip değişmediği araştırılmıştır. İlgili literatüre dayanarak, kendileşmiş benlik yönelimi sahip katılımcıların daha fazla özerklik desteği, öte yandan ilişki yönelimine sahip katılımcıların daha fazla ilişki desteği algılayacakları beklenmiştir.

Araştırmanın ikinci sorusu işyerinde psikolojik ihtiyaç tatmini (özerklik, ilişkililik ve yeterlik ihtiyacı) ve iyi oluş (psikolojik iyi oluş ve yaşam doyumu) düzeyinin benlik tipine göre değişip değişmediği araştırılmıştır. Kendileşmiş yönelime sahip katılımcıların diğerlerine göre daha fazla özerklik ihtiyacı tatmini düzeyine sahip olduğu, ilişki yönelimine sahip katılımcıların diğerlerine göre daha fazla ilişki ihtiyacı tatminine sahip olduğu beklenmiştir. Yeterlik ihtiyacı için herhangi bir beklenti oluşturulmamıştır. Diğer yandan, ilişki yönelimine sahip bireylerin daha yaşam doyumuna sahip olacağı düşünülmüştür. Son olarak dengeli benlik tipine sahip katılımcıların dengesiz benlik tipine kıyasla daha fazla ihtiyaç tatmini ve iyi oluş düzeyine sahip olacakları beklenmiştir. Hem birinci hem de ikinci araştırma sorusu için benlik tiplerinin dışında sektör tipi (kamu-özel) ve cinsiyet ve bunların benlik tipiyle etkileşimlerinin etkisi de bağımsız değişkenler olarak dahil edilmiştir. Burada, cinsiyet değişkeni ile ilgili herhangi bir beklenti yapılmamış ancak özel sektör örgütlerinde çalışan katılımcıların kamu sektöründe çalışan katılımcılara kıyasla daha fazla özerklik ve ilişkililik desteği algılayacakları varsayılmıştır.

Araştırmanın üçüncü sorusu ile işyerinde psikolojik ihtiyaç tatmini yordayan en önemli değişkenler incelenmiştir. Demografik değişkenler (yaş, deneyim, sektör tipi, eğitim düzeyi, medeni durum, ücret tatmini), kişilik özellikleri (dışadönüklük, yeniliğe açıklık, sorumluluk sahibi olmak, duygusal istikrar ve uyumluluk), ilişkisel yönelim, kendileşme yönelim, liderin ve ortamın algılanan özerlik ve ilişkililik desteği arasında işyerinde psikolojik ihtiyaç tatmininin (özerklik, ilişkililik ve yeterlik ihtiyacı) en iyi yordayıcıları hangileri olduğu incelenmiştir.

Dördüncü araştırma sorusu ile ise demografik değişkenler (yaş, deneyim, sektör tipi, eğitim düzeyi, medeni durum, ücret tatmini), kişilik özellikleri (dışadönüklük, yeniliğe açıklık, sorumluluk sahibi olmak, duygusal istikrar ve uyumluluk), ilişkisel ve kendileşme yönelimleri, liderin ve ortamın algılanan özerlik ve ilişkililik desteği, işyerinde psikolojik ihtiyaç tatmininin (özerklik, ilişkililik ve yeterlik ihtiyacı) arasında iyi oluş (yaşam doyumu ve psikolojik iyi oluş) düzeylerinin en iyi yordayıcılarının hangileri olduğu incelenmiştir.

Önerilen Modeller

Birinci önerilen modelde kendileşmiş ve ilişkisel yönelimlerin işyerinde psikolojik ihtiyaç tatminini yordayacağı, onun da hem psikolojik iyi oluşu hem de yaşam doyumunu yordayacağı varsayılmıştır. Ayrıca ilişkisel yönelimin doğrudan psikolojik iyi oluş ve yaşam doyumu yordayacağı ve diğer taraftan kendileşmiş yöneliminde doğrudan psikolojik iyi oluşu yordayacağı varsayılmıştır. Üç ihtiyaç tatmini ayrı ayrı değil, aralarındaki olası birbirlerini tamamlayıcı ilişki (örn., Sheldon ve Niemic, 2006) nedeniyle birleştirilerek modelde kullanılmıştır.

İkinci modelde ise kendileşmiş benlik yöneliminin algılanan özerklik desteğini ve ilişkililik yöneliminin ise algılanan ilişkililik desteğini yordayacakları, onların da temel psikolojik ihtiyaç tatminini ve son olarak onun da her iki tip iyi oluşu yordayacakları varsayılmıştır. Burada, lider ve ortamın algılanan özerklik ve ilişkililik desteği birleştirilerek sırasıyla, ortamın özerklik ve ilişkililik desteği olarak adlandırılarak kullanılmıştır. Yine her iki benlik yöneliminin birinci

modelde de olduđu gibi hem ihtiya tatminini dođrudan yordayacakları da varsayılmıřtır. Bunun ötesinde yine birinci modelde olduđu gibi, Ayrıca iliřkisel yönelimin dođrudan psikolojik iyi oluř ve yařam doyumu yordayacađı ve diđer taraftan kendileřmiř yöneliminde dođrudan psikolojik iyi oluřu yordayacađı varsayılmıřtır.

İkinci model hem tüm alıřanlar için hem de kamu ve özel sektör alıřanları için ayrı ayrı test edilmiřtir.

Yöntem

Katılımcılar

alıřmaya katılan 383 alıřandan (154 kadın ve 229 erkek), 192'si kamu sektöründe 191'i özel sektöründe alıřmaktadırlar. Katılımcıların yař ortalaması 34.48 ve iř deneyimi ortalamaları 11.27 yıldır. Katılımcıların çođu (%65,3) üniversite mezunudur. 219 alıřan evli 155 alıřan ise bekar olduđunu bildirmiřtir. Kamu kesimi alıřanlarından (58 kadın ve 134 erkek) yař ortalaması 36.02 ve iř deneyimi ortalaması 12.54 yıldır. Özel kesim alıřanlarının (96 kadın ve 95 erkek) yař ortalaması 32.95 ve deneyim ortalaması 10 yıldır. Veriler, deđiřik alanlarda faaalıyet gösteren 118 farklı örgütten toplanmıřtır.

Kullanılan Ölüm Araları

alıřmada, Dengeli Ayrıřma Bütünleřme Öleđi (İmamođlu, 1998), İřyerinde Temel İhtiya Tatmini Öleđi (Ilardi ve diđerleri, 1993), Algılanan Lider Özerklik ve İliřkililik Desteklemesi Öleđi (GLOBE'dan adapte edilen maddeler, Pařa ve diđerleri, 2001), Algılanan Ortam Özerklik ve İliřkililik Desteklemesi Öleđi (İmamođlu, 2006), Yařam Doyumu Öleđi (Diener ve diđerleri, 1985), oklu Psikolojik İyi Oluř Öleđi (Ryff, 1989), Beř Faktör Öleđi (Goldberg ve Somer, 1999'dan adapte edilmiřtir), iř ve ücret doyumu (İmamođlu, 2006) ile ilgili maddeler kullanılmıřtır.

Tüm ölekler 5'li Likert öleđi üzerinden yanıtlanmıřtır. 1 hi

katılmıyorum iken 5 ise tamamen katılıyorum düzeyini ifade etmektedir. Katılımcılar arařtırmacı yanlarında iken ya da e-posta ile kendilerine iletilen anketleri doldurup arařtırmacıya göndererek yanıtlarını bildirmişlerdir. Genel olarak, kullanılan ölçeklerin iç tutarlık ve faktör analizi sonuçları tatmin edici bulunmuştur.

Bulgular

Birinci ve ikinci araştırma sorusunu test etmek için ANOVA (Tek Yönlü Varyans Analizi) ve ilgili durumlarda ileri analiz olarak Tukey HSD post-hoc tekniğı kullanılmıştır. ANOVA için, dört tip benlik kurgusu tipi ilişkisel ve kendileşme yönelimlerinin düşük ve yüksek gruplarını her bir yönelimin medyan değerlerini (sırasıyla 4.13 ve 3.42) kullanılarak oluşturulmuştur. Üçüncü ve dördüncü araştırma sorusu ise önce korelasyon analizleri ve daha sonra çok değişkenli regresyon analizleri kullanılmıştır. Son olarak önerilen modeller LISREL programı kullanılarak Yapısal Eşitlik Modeli (Structural Equation Modelling) ile test edilmiştir.

Birinci ve ikinci araştırma soruları için ANOVA sonuçlarına göre cinsiyet değişkeninin hem temel etkisi hem de benlik tipiyle etkileşimi anlamlı çıkmadığı için bu yüzden ilgili analiz sonuçlarından çıkarılmıştır.

Birinci Araştırma Sorusuna ait Bulgular

Birinci araştırma sorusu kapsamında iş ortamının algılanan ilişkililik desteğı için 2 (sektör: kamu-özel) x 4 (benlik kurgusu tipi: ilişkili-kendileşmiş, ilişkili-kalıplaşmış, kopuk-kendileşmiş, ve kopuk-kalıplaşmış) ANOVA yapılmıştır. Elde edilen bulgulara göre benlik tipi ($F(3, 380) = 9.79, p < .001; \eta_p^2 = .07$) ve sektör ($F(3, 380) = 11.06, p < .001; \eta_p^2 = .03$) değişkenlerinin hem temel etkileri hem de etkileşimleri ($F(3, 380) = 2.82, p < .05; \eta_p^2 = .02$) anlamlı çıkmıştır. Tukey HSD tekniğı ile elde edilen sonuçlara göre, kopuk-kendileşmiş olan katılımcıların ilişkili-kendileşmiş ve ilişkili-kalıplaşmış katılımcılara kıyasla örgüt

ortamında daha az ilişkililik desteği algıladıkları bulunmuştur. Ayrıca, kamu kesimi çalışanlarının örgütlerini özel sektör çalışanlarına göre daha az ilişkililik desteğine sahip olarak algıladıkları görülmüştür. Etkileşim ile ilgili en dikkat çekici bulgu ise kopuk-kendileşmiş ve ilişkili-kendileşmiş katılımcıların kamu sektörüne kıyasla özel sektör organizasyonlarında anlamlı olarak daha fazla ilişkililik desteği algılamaları olmuştur.

İş ortamının algılanan özerklik desteği için 2 (sektör: kamu-özel) x 4 (benlik kurgusu tipi: ilişkili-kendileşmiş, ilişkili-kalıplaşmış, kopuk-kendileşmiş ve kopuk-kalıplaşmış) ANOVA yapılmıştır. Elde edilen bulgulara göre benlik tipi ($F(3, 380) = 4.42, p < .01; \eta_p^2 = .03$) ve sektör ($F(3, 380) = 12.76, p < .001; \eta_p^2 = .07$) değişkenlerinin hem temel etkileri hem de etkileşimleri ($F(3, 380) = 3.17, p < .05; \eta_p^2 = .03$) anlamlı çıkmıştır. Tukey HSD tekniği ile elde edilen sonuçlara göre, kopuk benlik tipine sahip katılımcıların ilişkili-kalıplaşmış benlik tipine sahip katılımcılara kıyasla daha az örgütsel özerklik desteği algıladıkları bulunmuştur. Yine, kamu kesimi çalışanlarının özel sektör çalışanlarına göre daha az özerklik desteği algıladıkları bulunmuştur. Etkileşim ile ilgili sonuçlar incelendiğinde, yine kopuk-kendileşmiş ve ilişkili-kendileşmiş katılımcıların kamu sektörüne kıyasla özel sektör organizasyonlarında anlamlı olarak daha fazla özerklik desteği algıladıkları görülmüştür.

Liderin algılanan özerklik desteği için 2 (sektör: kamu-özel) x 4 (benlik kurgusu tipi: ilişkili-kendileşmiş, ilişkili-kalıplaşmış, kopuk-kendileşmiş, ve kopuk-kalıplaşmış) ANOVA yapılmıştır. Elde edilen bulgulara göre benlik tipi ($F(3, 380) = 6.54, p < .001; \eta_p^2 = .05$) ve sektör ($F(3, 380) = 11.23, p < .01; \eta_p^2 = .03$) değişkenlerinin temel etkileri anlamlı çıkmış ancak etkileşimleri ($F(3, 380) = .70, p = .84$) anlamlı çıkmamıştır. Tukey HSD tekniği ile elde edilen sonuçlara göre, ilişkili-kalıplaşmış benlik tipine sahip katılımcılar kopuk benlik tipine sahip katılımcılara kıyasla anlamlı olarak daha fazla lidere ait özerklik desteği algılamaktadır. Ayrıca, özel sektör çalışanları kamu sektör çalışanlarına kıyasla daha fazla lidere ait özerklik desteği algılamaktadırlar.

Liderin algılanan ilişkililik desteği için 2 (sektör: kamu-özel) x 4 (benlik kurgusu tipi: ilişkili-kendileşmiş, ilişkili-kalıplaşmış, kopuk-kendileşmiş, ve

kopuk-kalıplaşmış) ANOVA yapılmıştır. Elde edilen bulgulara göre benlik tipi (F (3, 380) = 6.21, $p < .001$; $\eta_p^2 = .05$) ve sektör (F (3, 380) = 11.48, $p < .01$; $\eta_p^2 = .03$) değişkenlerinin temel etkileri anlamlı çıkmış ancak etkileşimleri (F (3, 380) = 1.11, $p = .84$) anlamlı çıkmamıştır. Tukey HSD tekniği ile elde edilen sonuçlara göre, ilişkili-kalıplaşmış benlik tipine sahip katılımcıların kopuk benlik tipine sahip katılımcılara kıyasla anlamlı olarak daha fazla lidere ait ilişkililik desteği algıladıkları bulunmuştur. Ayrıca, özel sektör çalışanlarının kamu sektör çalışanlarına kıyasla daha fazla lider kaynaklı ilişkililik desteği algıladıkları bulunmuştur.

İkinci Araştırma Sorusuna ait Bulgular

İş ortamındaki özerklik ihtiyacı tatmini için 2 (sektör: kamu-özel) x 4 (benlik kurgusu tipi: ilişkili-kendileşmiş, ilişkili-kalıplaşmış, kopuk- kendileşmiş, ve kopuk-kalıplaşmış) ANOVA yapılmıştır. Elde edilen bulgulara göre benlik tipi (F (3, 380) = 10.32, $p < .001$; $\eta_p^2 = .08$) ve sektör (F (3, 380) = 12.27, $p < .01$; $\eta_p^2 = .03$) değişkenlerin temel etkileri anlamlı çıkmış ancak etkileşimleri anlamlı çıkmamıştır. Tukey HSD tekniği ile elde edilen sonuçlara göre, ilişkili-kendileşmiş benlik tipine sahip katılımcıların kopuk benlik tipine sahip katılımcılara kıyasla anlamlı olarak daha fazla özerklik tatminine sahip oldukları bulunmuştur. Ayrıca, özel sektör çalışanlarının kamu sektörü çalışanlarına kıyasla daha fazla özerklik tatmin düzeyine sahip oldukları bulunmuştur.

İş ortamındaki ilişkililik ihtiyacı tatmini için 2 (sektör: kamu-özel) x 4 (benlik kurgusu tipi: ilişkili-kendileşmiş, ilişkili-kalıplaşmış, kopuk- kendileşmiş, ve kopuk-kalıplaşmış) ANOVA yapılmıştır. Elde edilen bulgulara göre benlik tipinin (F (3, 380) = 12.00, $p < .001$; $\eta_p^2 = .09$) temel etkisi anlamlı çıkmış ancak sektör tipinin temel etkisi ve etkileşimleri anlamlı çıkmamıştır. Tukey HSD tekniği ile elde edilen sonuçlara göre, ilişkili benlik tipine sahip katılımcıların kopuk benlik tipine sahip katılımcılara kıyasla anlamlı olarak daha fazla ilişkililik tatmin düzeyine sahip oldukları bulunmuştur.

İş ortamındaki yeterlik ihtiyacı tatmini için 2 (sektör: kamu-özel) x 4

(benlik kurgusu tipi: ilişkili-kendileşmiş, ilişkili-kalıplaşmış, kopuk- kendileşmiş, ve kopuk-kalıplaşmış) ANOVA yapılmıştır. Elde edilen bulgulara göre benlik tipinin ($F(3, 380) = 12.00, p < .001; \eta_p^2 = .09$) temel etkisi anlamlı çıkmış ancak sektör tipinin temel etkisi ve etkileşimleri anlamlı çıkmamıştır. Tukey HSD tekniği ile elde edilen sonuçlara göre, ilişkili benlik tipine sahip katılımcılar kopuk benlik tipine sahip katılımcılara kıyasla anlamlı olarak daha fazla yeterlik tatminine sahip olduklarını bildirmişlerdir.

Psikolojik iyi oluş değişkeni için 2 (sektör: kamu-özel) x 4 (benlik kurgusu tipi: ilişkili-kendileşmiş, ilişkili-kalıplaşmış, kopuk-kendileşmiş, ve kopuk-kalıplaşmış) ANOVA yapılmıştır. Elde edilen bulgulara göre benlik tipinin ($F(3, 380) = 25.27, p < .001; \eta_p^2 = .17$) temel etkisi anlamlı çıkmış ancak sektör tipinin temel etkisi ve etkileşimleri anlamlı çıkmamıştır. Tukey HSD tekniği ile elde edilen sonuçlara göre, ilişkili benlik tipine sahip katılımcılar kopuk benlik tipine sahip katılımcılara kıyasla anlamlı olarak daha fazla psikolojik iyi oluş düzeyine sahip oldukları bildirmişlerdir.

Subjektif iyi oluş değişkeni için 2 (sektör: kamu-özel) x 4 (benlik kurgusu tipi: ilişkili-kendileşmiş, ilişkili-kalıplaşmış, kopuk-kendileşmiş, ve kopuk-kalıplaşmış) ANOVA yapılmıştır. Elde edilen bulgulara göre benlik tipinin ($F(3, 380) = 17.36, p < .001; \eta_p^2 = .12$) temel etkisi anlamlı çıkmış ancak sektör tipinin temel etkisi ve her ikisinin etkileşimleri anlamlı çıkmamıştır. Tukey HSD tekniği ile elde edilen sonuçlara göre, ilişkili benlik tipine sahip katılımcılarının kopuk benlik tipine sahip katılımcılara kıyasla anlamlı olarak daha fazla subjektif iyi oluş düzeyine sahip oldukları bulunmuştur.

Üçüncü Araştırma Sorusuna ait Bulgular

Yapılan regresyon analizi sonucuna göre, özerklik ihtiyacı tatminin yordayıcılarının ücret tatmin düzeyi (.11, $p < .01$), kendileşmiş yönelim (.22, $p < .001$), iş ortamında özerklik (.31, $p < .001$) ve ilişkililik desteği (.19, $p < .001$), liderin ilişkililik desteği (.17, $p < .01$) olduğu bulunmuştur. Yeterlik ihtiyacı tatmininin ise sorumlu sahibi olmak (.18, $p < .001$), deneyime açıklık (.23, $p < .001$),

ilişkililik yönelimi (.18, $p<.001$), rtamın (.14, $p<.05$) ve liderin ilişki desteği (.17, $p<.01$), tarafından yordandığı bulunmuştur. Son olarak, ilişkililik ihtiyacı tatmininin uyumluluk (.17, $p<.001$), deneyime açıklık (.11, $p<.01$), ilişkiyel yönelimi (.14, $p<.01$), iş ortamında özerklik (.10, $p<.05$) ve ilişkililik desteği (.30, $p<.001$) ve liderin ilişkililik desteği (.23, $p<.001$) tarafından yordandığı bulunmuştur.

Dördüncü Araştırma Sorusuna ait Bulgular

Yapılan regresyon analizine göre, psikolojik iyi oluş dışadönüklük (.11, $p<.05$), deneyime açıklık (.12, $p<.05$), ilişkiyel yönelim (.21, $p<.001$), kendileşmiş yönelim (.18, $p<.001$), yeterlik tatmini (.18, $p<.001$) ve ilişkililik tatmini (.19, $p<.001$) tarafından yordandığı bulunmuştur. Yaşam doyumunun yordayıcılarının ise cinsiyet (-.16, $p<.001$), eğitim düzeyi (.16, $p<.001$), medeni durum (-.12, $p<.01$), ücret tatmini (.24, $p<.001$), sorumluluk sahibi olmak (.11, $p<.05$), duygusal istikrar (.14, $p<.01$), ilişkiyel yönelimi (.13, $p<.05$), liderin ilişkililik desteği (.23, $p<.01$), ve yeterlik ihtiyacı tatmini (.16, $p<.01$) olduğu bulunmuştur.

Birinci Modele ait Bulgular

Beklendiği gibi, ilişkiyel yönelim hem ihtiyaç tatminini hem de her iki tip oluşu doğrydan yordamıştır. Kendileşme yönelimi ise hem ihtiyaç tatminini hem de psikolojik iyi oluşu doğrudan ve anlamlı olarak yordamıştır. Modelin ki-kare ve diğer uyum endeksleri incelendiğinde çok iyi düzeyde uyuma sahip olduğu görülmüştür.

İkinci Modele ait Bulgular

Kamu kesimi çalışanları için test edilen ikinci modelde, kendileşme yöneliminin algılanan özerklik desteğini yordamadığı görülmüştür. Bu yol analizden çıkarılmıştır. Programın ürettiği önerilere göre ilişkiyel yönelim

algılanan özerklik desteğini yordadığı görülmektedir. Bu yol modele eklenerek model test analize sokulmuştur. Modelin son haline göre, ilişkililik yönelimi her iki çeşit ortam desteğini ve ihtiyaç tatminini yordamıştır diğer yandan, kendileşme yönelimi ise ortam desteğini yordamazken ihtiyaç tatminini doğrudan yordamıştır Diğer önerilen ilişkiler beklendiği gibi ve birinci modelle tutarlı biçimde sonuç vermiştir. Modelin ki-kare ve diğer uyum endeksleri incelendiğinde modelin iyi düzeyde uyum gösterdiği görülmüştür. Bunun ötesinde, tüm katılımcılar için test eden model ait bulguların ve kamu kesimi çalışanları için elde edilen modele ait bulguların aynı olduğu görülmüştür.

Özel sektörde çalışan katılımcılar için test edilen modelde ise kendileşme yöneliminin, beklendiği gibi, özerklik desteğini ve ilişkililik yöneliminin ise, yine beklendiği gibi ilişkililik desteğini yordadığı görülmüştür. Modelde önerilen diğer tüm ilişkiler doğrulanmış ancak yalnızca ilişkililik yöneliminin doğrudan ihtiyaç tatmini yordamadığı bulunmuştur. Modelin ki-kare ve diğer uyum endeksleri incelendiğinde iyi düzeyde uyum gösterdiği görülmüştür.

Tartışma

Algılanan Örgüt Ortamı ve İyi Oluş Açısından Benlik Tipine İlişkin Farklılıklar

İlişkisel ve kendileşme yönelimlerinin ihtiyaç tatminini yordadığı bulunmuştur. Bunun ötesinde ilişkisel yönelimi her iki tip iyi oluşu ve kendileşme yönelimi ise psikolojik iyi oluşu anlamlı olarak ve doğrudan yordamıştır. Her iki benlik yöneliminin aynı zamanda ihtiyaç tatmini üzerinden de her iki tip iyi oluşu yordadığı görülmüştür. İlişkisel yönelimi ve yaşam doyumu arasındaki ilişki İmamoğlu (2003) ve İmamoğlu ve Karakitapoğlu-Aygün (2007) tarafından bildirilen ilişkisel yöneliminin duygusal alanı temsil ettiği yönündeki bulgu ve yorumları desteklemektedir.

Benlik kurgusu tipleri ile ilgili olarak ise ilişkili-kalıplaşmış benlik tipine sahip katılımcıların hem ortam hem lider kaynaklı daha fazla ilişkililik ve özerklik

desteđi algıdıkları bulunmuştur. Ayrıca, ilişkili benlik tipine sahip katılımcıların daha fazla ihtiyaç tatmini ve iyi oluş düzeyine sahip oldukları bulunmuştur. Kùltürler arası araştırmacılar Türkiye’yi kolektivist bir kùltür olarak tanımlamayı sürdürmektedirler (örn., Caldwell-Harris & Ayçiçeđi, 2004; Wasti, 2002). Denge Modeli’ne göre de ilişkili-kalıplaşmış benlik tipi kalıpyargısal olarak kolektivist kùltürlerde görülen benlik tipini karakterize etmektedir (İmamođlu, 2003). Genel kùltürel yapı ile benlik tipinin uyumunun psikolojik sađlık açısından olumlu sonuçlara neden olduđu belirtilmektedir ve bu görüő çeşitli araştırma sonuçları ile de desteklenmiştir (örn., Caldwell-Harris & Ayçiçeđi, 2004; Lu, 2006). Bu bağlamda, özellikle ilişkili-kalıplaşmış, ve genel olarak ilişkili benlik tipine sahip katılımcıların bildirdikleri daha olumlu sonuçlar kùltürel-uyum literatürü ile örtüşmektedir.

Ayrıca, ilişkisel yönelimine sahip olmak çeşitli araştırmalarda daha çok doyum düzeyine ve ortamsal koşullardan memnun olmakla ilişkili bulunmuştur (örn., İmamođlu, 2003; İmamođlu ve Güler-Edwards, 2007; İmamođlu ve İmamođlu, 2007). Bu anlamda da, ilgili bulgular ilişkisel yöneliminin genel olumlu bakış açısını yansıtır görünmektedir.

Sektör Tipine İlişkin Farklılıklar

Kamu sektörü örgütlerinde, ilişkisel yönelimin hem özerklik hem de ilişkililik desteđini yordadığı diğer taraftan, özel sektör örgütlerinde ise ilişkisel yönelimin ilişkililik desteđini ve kendileşme yöneliminin ise özerklik desteđini yordadığı bulunmuştur. Kamu örgütlerine ait bulgularda, her iki tip benlik yöneliminin temel ihtiyaç tatminini doğrudan yordadığı görülürken özel sektör örgütlerine ait bulgulara göre yalnızca kendileşme yönelimi temel ihtiyaç tatminini doğrudan yordamıştır.

Genel olarak, kamu kesimi örgütleri özel sektör örgütlerine göre daha az ilişkililik ve özerklik desteđine sahip ve özerklik ihtiyacı tatmin edici olarak algılanmışlardır. Diğer taraftan, kamu örgütlerinde ilişkili benlik tipine sahip katılımcıların hem özerklik hem de ilişkililik desteđi ile ilgili olarak daha olumlu

görüşlere sahip oldukları bulunmuştur. Bu durum, daha önce de belirtildiği gibi, ilişkisel yönelime sahip bireylerin genel olumlu bakış açıları ile ilişkili olabilir (örn., İmamoğlu, 2003, İmamoğlu & Güler-Edwards, 2007). Diğer taraftan, kendileşmiş benlik tipine sahip katılımcılar kamu sektörü örgütlerine kıyasla özel sektör örgütlerinde anlamlı olarak daha fazla ilişkilik ve özerklik desteği algılamaktadırlar. Bu bulgular ışığında, genel olarak kendileşmiş benlik tipine sahip çalışanların ve özellikle de ilişkili-kendileşmiş benlik tipine sahip çalışanların özel sektör örgütlerinde çalışmaya daha uygun oldukları ileri sürülebilir.

Sektör tipine ait bulgular, sektörlerin karakteristik özelliklerine ait farklılıklardan da kaynaklanmış olabilir. Şöyle ki, hatırlanacağı gibi kamu sektörü örgütleri genel olarak bürokratik ve hiyerarşik, var olan düzeni devam ettirmek isteyen bir yapıya sahip olarak nitelendirilirken özel sektör örgütleri ise göreceli olarak yeniliğe açık, yaratıcı, değişimi kabul eden yapılar olarak bildirilmiştir (örn., Ateş, 2004). Bulgular genel olarak bildirilen farklarla tutarlı görünmektedir.

Türk Çalışanların Psikolojik İyi Oluş ve Yaşam Doyumu Düzeylerini Yordayan Etmenler

Genel olarak, ilişkisel ve kendileşme yönelimlerinin psikolojik iyi oluşu yordadığı bulunmuştur. İlişkisel yönelim ise aynı zamanda yaşam doyumunu da yordamıştır. Diğer yandan, temel ihtiyaç tatmininin her iki tip iyi oluşu da yordadığı bulunmuştur. Her iki tip benlik yönelimi ihtiyaç tatmini üzerinden de her iki tip iyi oluşu yordamıştır.

Her iki benlik yöneliminin ve temel ihtiyaç tatminin (özellikle yeterlik ve ilişkilik tatmini) psikolojik iyi oluş düzeyinin en iyi yordayıcıları olduğu bulunmuştur. Bulgular hem Denge Modeli'nin hem de Özgür İrade Kuramı'nın önermelerini desteklemiştir. Hatırlanacağı gibi, literatürde bireysel farklılıklar açısından psikolojik iyi oluşun en iyi yordayıcıları beş faktör kişilik özellikleri olduğu bulunmuştu (örn., Schumutte ve Ryff, 1997). Bu çalışmada, beş faktör kişilik özellikleri kontrol edildikten sonra bile benlik yönelimlerinin ve ihtiyaç

tatmininin psikolojik iyi oluş düzeyinin en güçlü yordayıcıları olduğu bulunmuştur. Öte yandan, dışadönüklük ve deneyime açıklık göreceli olarak daha düşük düzeyde ve olumlu olarak psikolojik iyi oluşu yordamışlardır.

Yaşam doyumunun ise ilişkisel yönelimi ve ihtiyaç tatmini dışında başka faktörler tarafından da yordandığı bulunmuştur. Çalışmanın bulgularına göre, kadın, bekar, daha yüksek eğitim ve ücret tatminine sahip, daha fazla sorumluluk ve duygusal istikrar sahibi katılımcıların daha fazla yaşam doyumuna sahip oldukları bulunmuştur. Yaşam doyumunu ve psikolojik iyi oluşu yordayan etmenler arasındaki bu farklılığın temelinde, yaşam doyumunun kişilerin kendi değerleri çerçevesinde oluşturdukları standartlar ile değerlendirilmesi (örneğin, Diener, Sapyta, & Suh, 1998), öte yandan psikolojik iyi oluşun ise önceden belirlenmiş olan altı alt boyut üzerinden değerlendirilmesi yatıyor olabilir. Yaşam doyumunu ile ilgili bulgular literatür ile tutarlı görülmektedir (örn., Oishi ve diğerleri, 1999).

Genel Tartışma ve Çalışmanın Katkıları

Öncelikle, Denge Modeli'nde önerilmiş benlik yönelimleri ve benlik kurgusu tipleri ilk kez örgütsel alanda test edilmiş ve hem çalışanların iyi oluş düzeylerini hem de iyi oluşu düzeyini yordayan diğer etmenleri yordadıkları bulunmuştur. Bulgular hem kültürel-uyum fenomeniyle tutarlı sonuçlar verirken hem de Denge Modeli'nin önermeleri ile tutarlı olarak her iki benlik yöneliminin iyi oluş ve optimal fonksiyon için önemini desteklemiştir. Bulgular ayrıca, Denge Modeli çerçevesinde her iki yönelimin de evrenselliğine de kanıt sağlanmıştır.

İkinci olarak, Özgür İrade Kuramı, bilindiğine göre, ilk kez bir Türk örnekleme üzerinde test edilmiştir ve kuramda ileri sürüldüğü gibi temel ihtiyaç tatmininin iyi oluş düzeyini yordadığını görülmüştür.

Bu çalışmada, ayrıca, Özgür İrade Kuramı çerçevesinde yapılan çalışmalardan farklı olarak hem ilişkisel benlik yöneliminin hem de ortamın ilişkilik desteğinin çalışanların iyi oluş düzeyleri üzerindeki etkileri incelenmiş ve hem bireysel hem de ortam özelliği olarak ilişki boyutunun önemi desteklenmiştir.

Çalışmanın Sınırlılıkları ve Gelecek Çalışmalar için Öneriler

Çalışmanın bulgularının, hem diğer kültürlerde hem de farklı özelliğe sahip başka Türk örneklemi ile test edilmesi, bulguların genellenilebilmesi için önemlidir. Yine, bildirilen kültür içi farklılıklar da farklı özelliklere sahip örneklemelerde değişim gösterebilir. Bu çalışmanın bulguları sadece katılımcıların algılamalarına dayanmıştır. Bu durum araştırmanın sınırlılıkları arasında değerlendirilmiştir.

Çalışmada kullanılan iş ortamı ve bireysel farklılık ile ilgili değişkenlerin işle ilgili çeşitli sonuçlar (örneğin, iş doyumu, tükenme, içsel motivasyon, örgütsel bağlılık gibi) üzerindeki etkileri gelecekteki çalışmalar ile test edilebilir.

APPENDIX M-
VITA

VITA

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- **EDUCATION**

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Sakallı, N. & Beydođan, B. (2001, Temmuz 7-11). Stereotypes about men and women managers in Turkish Culture. International Association of Cross-Cultural Regional Congress, Winchester, U. K.