

THE EFFECT OF JOB AND PERSONAL RESOURCES ON EMPLOYEE WELL-
BEING: A CONSERVATION OF RESOURCES PERSPECTIVE

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ABSTRACT

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Even though a lot of research investigated what influence employee well-being, the role of resources hasn't completely understood yet. The aim of the present study is to shed a light on what affects employee-well-being (i.e. flourishing) at work. Job security, work-life balance, and workplace civility were used as predictors which were proposed to be related to flourishing at work (FAW) via first, resource gain, then, psychological well-being (PWB). Furthermore, psychological capital was examined as a moderator that strengthens the relationship between resource gain and PWB. A hundred and sixty one full-time employees participated in the study. Results showed that among three predictors, only work-life balance was significantly related to resource gain. Moreover, resource gain was a significant predictor of PWB, and PWB was of FAW. According to mediation analysis, PWB was a significant mediator between resource gain and FAW. However, PsyCap was not a significant moderator for this association. As for the sequential model, only work-life balance was significantly associated to FAW via resource gain and PWB, relatively. All analyses were conducted on SPSS 22. Potential reasons of and future implications of the test results were discussed.

Keywords: Conservation of Resources, Work-Life Balance, Resource Gain, Psychological Well-Being, Employee Well-Being

ÖZ

İŞ VE KİŞİ İLE İLGİLİ KAYNAKLARIN KAYNAK KORUNUMU BAKIŞ AÇISI İLE ÇALIŞAN İYİ OLUŞUNA ETKİSİ

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Çalışan iyi oluş halini inceleyen çok fazla çalışma olmasına rağmen, çalışan iyi oluşu üzerinde kaynakların etkisi hala çok iyi anlaşılmış değildir. Bu çalışmanın amacı, çalışan iyi oluşuna nelerin etki ettiğine ışık yakmaktır. İş güvencesi, iş-yaşam dengesi ve işyeri nezaketi çalışmada yordayıcı değişken olarak kullanılmış olup bu değişkenlerin kaynak kazanımı ve psikolojik iyi oluş üzerinden çalışan iyi oluşuna etkisinin incelenmesi hedeflenmiştir. Psikolojik sermaye ise kaynak kazanımı ve psikolojik iyi oluş arasında bir düzenleyici değişken olarak önerilmiştir. Çalışmaya 161 tam zamanlı çalışan katılmıştır. Sonuçlara göre, üç değişken arasından sadece iş-yaşam dengesi kaynak kazanımı için anlamlı bir yordayıcıdır. Hipotezleri destekleyen şekilde, kaynak kazanımı psikolojik iyi oluşu, psikolojik iyi oluş da çalışan iyi oluşunu anlamlı biçimde yordamaktadır. Aynı zamanda psikolojik iyi oluş, kaynak kazanımı ve çalışan iyi oluşu arasında bir aracı değişkendir. Fakat psikolojik sermayenin bu ilişkide bir düzenleyici değişken olmadığı bulunmuştur. Hipotez edilen ardışık model analizi sonuçlarına göre, sadece iş-yaşam dengesi üzerinden kurulan model anlamlı olup; iş-yaşam dengesi sırasıyla kaynak kazanımını, psikolojik iyi oluşu ve çalışan iyi oluşunu etkilemiştir. Tüm analizler, SPSS

programının 22. versiyonu ile yapılmış olup sonuçların potansiyel nedenleri ve gelecek için çıkarımların üzerinde durulmuştur.

Anahtar Kelimeler: Kaynakların Korunumu Modeli, İş-Yaşam Dengesi, Kaynak Kazanımı, Psikolojik İyi Oluş, Çalışan İyi Oluşu

To All the Good Things Happened

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CHAPTER 1

INTRODUCTION

1.1. Overview

Well-being has been one of the most investigated topics in Industrial and Organizational Psychology field. Since lots of employees spend significant amount of their daily lives at workplace, it is a little wonder that what happens at work affects how employees feel at and regarding their work. Due to the globalization and, eventually, advanced technology, employees experience rapid change with their jobs. Moreover, the pandemic process has also brought to the working people new work habits that might impact employee prosperity. This changing nature of work life affects how employees do their jobs in various ways. For example, employees do prefer the organizations with less hierarchical levels and flexible working hours. As a result, many employees showed preference for remote work (Jacks, 2021). Correspondingly, organizations are demanding more, more than ever, from their employees to keep up with this new world of work life. Employees, on the other hand, are in the need of enhancing their resources get out alive from these brand-new demands and protect their overall well-being.

Furthermore, with the effects of pandemic, employee wellbeing is considered to be amongst the most important topics of I/O psychology. Society for Industrial and Organizational Psychology (SIOP) repeatedly reported employee wellness as one of the top ten workplace trends on its annual “Top 10 Work Trends” list emerged from member surveys in 2018, 2020, 2021, and 2022.

There are innumerable factors which have potential to affect employee well-being. The question is whether well-being gets affected from these work life changes or not. Since employee well-being is positively related to organizational health (Quick & Henderson, 2016; Xenidis & Thcocharous, 2014; Cotton & Hart, 2003) and, directly or indirectly, lots

of organizational outcome such as organizational performance (Ipsen & Bergmann, 2021), turnover (Griffeth et al., 2000), organizational productivity (Kour et al., 2019), and firm performance (Krekel et al., 2019), it is important to investigate what influence employee well-being.

Due to the work-related innovations (that have potential to create severe changes), employees may feel more ambiguous about their jobs and experience imbalance between their personal and work lives. To counter these changes and interaction of individual workers with them, organizations must create civic environments that ensure employee permanence and engagement with many resources. By this way employees will have the resources to catch up with these advancements in this new working style, then they would more likely preserve their well-being than employees who do not have these resources. Likewise, if they feel secure about their jobs, they will be more successful at preserving their state of well-being as compared to employees who do not have enough resources.

In the light of these the abovementioned ecosystem, the aim of this study is to investigate the relationships between positive circumstances of the job, namely, job security, work-life balance, workplace civility climate, and personal factors, like psychological capital, and employee well-being through resource gain mechanism based on Conservation of Resources (COR) theory. To clarify, this study will seek for answers for if there is a relationship between job security, work-life balance, and workplace civility climate and employee well-being via the role of resource gain with the moderating role of psychological capital.

This study is expected to contribute to the literature in following ways. First of all, the association between important job and person factors will be examined in a Turkish sample as most of the studies included in literature are conducted in other countries and effects of cultural changes shouldn't be disregarded while generalizing studies into different contexts. Second, there was no study, if any, encountered during this literature search that examines resource gain in such a model. Moreover, there is no study encountered that adapted COR scale and Workplace Well-Being scale into Turkish. Finally, sample will be real-life employees, thus, it may lead to more accurate and generalizable results.

1.2. Theoretical Foundations and Hypothesis Development

Being a relatively new concept, workplace flourishing seems to be an interesting umbrella notion that has potential to be associated with variety of work variable. Flourishing, in case of work, was used to refer to the state of being prospered, happy, self-motivated, successful at work (Bono et al., 2011). Their perspective includes Spreitzer et al. (2005) notion of employee thriving, as well as positive moods and emotions (i.e. hedonic view) and being completely engaged to work with one's true self (i.e. eudemonic view). Research on this subject suggests lots of variables are related to flourishing at work such as personality (i.e. extraversion and core self-evaluation; Bon et al., 2011), behavior (Bono & Judge, 2003), characteristics of the work (Hackman & Oldham, 1980), positive organizational practices (Redelinguys et al., 2018), and even genetic factors (Arvey et al., 1989).

Recent study investigated the influence of organizational and personal resources on employee flourishing (Ho & Chan, 2022). Perceived organizational support (POS) at based time (T1) predicted flourishing and positive emotion, relationships, meaning and accomplishments components of their PERMA (i.e. positive emotions, engagement, relationships, meaning, and accomplishment; Seligman, 2011) model one year later (T3). Serving as an underlying mechanism, PsyCap measured 3 months later (T2) was influenced by POS T1 and also predicted flourishing and all dimensions of PERMA, proposing that personal resources contribute to flourishing and well-being in the long run.

As a very similar but not the same notion, well-being was investigated by many researchers (e.g., Carolan et al., 2017; Keeman et al., 2017; Fisher, 2014; Dewe & Cooper, 2012). It is substantial to investigate its antecedents and outcomes since what employees experience in their work-life may influence the other domains of their lives. Well-being was studied in different fields and domains and yet, there is not a consensus on the exact definition of well-being. It is more than likely that well-being gets affected by wide-ranging factors such as work characteristics, individual differences, environmental circumstances or economic situations. As a result of this, different researchers define well-being differently (e.g., Ryan & Deci, 2001; Ryff & Keyes, 1995). In the literature, researchers have a consensus at least on that well-being is a multi-dimensional notion which its each dimensions have multiple elements (Negovan, 2010).

In the past, the notion was used for referring to only physical component such as lack of disease, but now, it is extended to cover all the physical, emotional, mental and social sides (De Simone, 2014). On the other hand, it is essential to study well-being in a work context because not only it affects workers, but it may also have a positive impact on overall organizational processes. Supporting that, it was found that well-being had positive relationships with affective and normative commitment and negative relationship with conditional continuance commitment (Jain et al., 2009). Other studies found that well-being is associated with organizational citizenship behavior (OCB; Dávila & Finkelstein, 2013; Yurcu & Akıncı, 2017). Moreover, in another study, psychological well-being negatively predicted burnout (Wright & Hobfoll, 2004). These may indicate that organizations may not get benefit from the workers who are prone to do absenteeism, or even, quit their jobs since they have not experienced well-being at work. Taris and Schreurs (2009) found that emotional exhaustion (measured for job-specific employee well-being) was associated to low organizational performance.

Researchers also suggested that there are positive and negative aspects of well-being (Karademas, 2007). While positive aspect covers life satisfaction, positive mood and energy, negative aspect covers negative mood and distress (Diener, 2000). Huppert and Whittington (2003) found evidence regarding that these two aspects are independent to some point by presenting distinct distributional features for each aspect. Their results showed that 35.1% of their sample scored either high on both scales or low on both.

After considering the importance of well-being both for employees and organizations, it is important to examine the factors leading to it. There may be many factors affecting employee well-being. For example, according to Danna and Griffin (1999), there are three broad factors that affect well-being. According to their well-being model, first category involves work settings such as health and safety risks which threaten employee health and well-being in an adverse way. Second group consists of personality traits such as Type A personality and locus of control, by claiming that such traits would determine the level of health and well-being of an employee. Lastly, occupational stress is considered as a factor that impairs well-being, and it is suggested to be occurring from the misfit between individual needs and environmental demands. Related to this, job insecurity and career development, relationships at work, home/work interface (i.e. handling work-family balance) was considered among occupational stressors (Cooper &

Marshall, 1978). Moreover, Danna and Griffin (1999) also stated that well-being is related to both individual (i.e. physical, psychological, and behavioral) and organizational (e.g. costs, profits, and rate of absenteeism) level outcomes.

Similarly, Rothman (2008) investigated a four-factor model of work related well-being and these factors were occupational stress (i.e. job demands and lack of resources), job satisfaction (i.e. intrinsic vs. extrinsic), burnout (i.e. exhaustion and cynicism), and work engagement (i.e. vigour and dedication). In the model, burnout and occupational stress had negative loadings on well-being whereas resting two factors had positive.

Even though there is no consensus on the definition of well-being, two perspectives dominate the well-being literature. According to the first tradition, which takes its roots from the hedonic view, well-being is associated to the degree to which people perceive a feeling of wellness. Most researchers referred it as subjective well-being (SWB; e.g. Diener, 1984) and this notion is characterized with a high level of positive affect, an accompanying low level of negative affect, and a high level of satisfaction with life (Deci & Ryan, 2001). SWB was often used as synonymous to happiness. Even though it has a similar sense with happiness, well-being is a separate notion (Pepedil, 2012). As a dimension of well-being, subjective well-being was also defined as the cognitive and affective assessments that one makes regarding his/her life and experiences (Diener et al., 2002).

On the other hand, eudaimonic view suggests that well-being consists of more than experiencing positive affect or satisfaction with life and this conceptualization overlooks the psychological aspect (Deci & Ryan, 2006). The authors also stated that rather than an outcome, it is "...of fulfilling one's virtuous potentials and living as one was inherently intended to live" (p. 2). While happiness occurs after an affirmative experience, well-being is a continuum which is affected by those positive evaluations. Basing on this view, well-being is implied as psychological well-being. Ryff and Singer (1998) discussed six features that make well-lived lives. Having a purposeful life, human relations, positive self-regard, sense of self-realizations, personal growth and mastery together form the well-being, and the last four notions serve to live a purposeful life and have deep connections with others. This argument bases on a well-known model for psychological well-being, Ryff's (1989) six-dimensional well-being model. This model includes six

notions: personal acceptance, environmental mastery, autonomy, positive relations with others, personal development and purpose in life.

There is also variety of models of well-being such as Warr's (1990), which consists of two dimensions and these dimensions include both positive and negative emotions. This work-related well-being model's two fundamental dimensions are pleasure and depression.

Well-being was generally suggested to have three essential parts: physical, psychological and social well-being (Robertson & Cooper, 2011). In their book, Robertson and Cooper state that physical well-being is associated to factors such as amount of sleep, exercise, or no consumption of alcohol and social well-being involves having positive and supportive social links. Supplementing these, psychological well-being (PWB) is related to fore-mentioned factors such as being able to overcome the stress, sustaining a positive attitude and affect, and pursuing a sense of purpose.

As an important part of psychological health, PWB will be the focus of the current study rather than others because PWB of an employee would affect substantial personal and organizational results. However, this does not mean that other two aspects (i.e. physical and social) are underestimated since three types of well-being intersect with each other on important points somehow and are not completely separate things from each other.

Apart from these, since employees work in the big amount of a day and spend most of their time doing work related things in offices or with remote work, increases and decreases in their level of well-being might have high possibility of getting affected by workplace factors. Hence, here, it seems also important to investigate how workplace well-being relates these factors.

Bartels et al. (2019) defined workplace well-being as subjective assessments that are made by employees regarding their ability to progress and perform in the workplace. They divided eudaimonic workplace wellbeing in two dimensions: interpersonal and intrapersonal. Interpersonal dimension covers the social aspects that affect individuals' psychosocial flourishing and intrapersonal dimension relates to the feeling regarding the value of actual work.

International Labor Organization also describes workplace well-being as covering all aspects of work-life such as worker feelings regarding the work, safety and the quality of the work environment, and work and organizational climate (“workplace well-being,” n.d.), meaning that these parts of the organizational life may also have an impact on various well-being types.

In organizations, there are a lot of predictive factors which might affect employee well-being. Among these, the employee motivation, for example, was frequently investigated as a predictor of performance and to some extent, psychological health (Deci & Ryan, 2008). Furthermore, the perceived organizational support may also predict employee well-being. Besides, remaining stress from past life events can reduce physical and emotional well-being in the long-term (Aamodt, 2015). Also, workplace incivility may decrease employee well-being by breaking organizational rules and norms (Robbins & Judge, 2013). Furthermore, high level of workload was found to be related to lower emotional well-being (Ilies et al., 2010).

Today, due to developments in technology in a globalized-world, most of the jobs have been automated and machines are continuing to replace human labor. Moreover, detrimental changes in economy lead lots of employees to lose their jobs. Thus, it is not surprising that job loss was found to be related to reduced- psychological and physical well-being (McKee-Ryan et al., 2005). The meta-analytic study revealed that unemployed people had less physical and psychological well-being as compared to employed people. Even more, unemployment duration and the type of the sample had moderation effect on the relationship.

Researchers who studied well-being found that idea of losing one’s job, meaning job insecurity, was related to some personal and organizational outcomes such as job performance (Wright & Cropanzano, 2000) and work engagement (Shuck et al., 2014).

Therefore, job insecurity is one of the most substantial yet under investigated topics with respect to work life. It occurs when individuals feel ambiguity regarding the future of their jobs. The notion was presented as “the level of uncertainty a person feels in relation to his or her job continuity” (Wang et al., 2015, p.1249).

Due to the drastic change in the work life (e.g., economic dependency between countries, flexibility in and between organizations), organizations are in the need for developing adaptive ways to handle this new environment (Sverke et al., 2006). When they cannot increase their gains, they need to cut down on their cost and they often tackle this by decreasing the number of employees with downsizings, layoffs, etc. Whatever the action plan is, these applications raise questions about their jobs and this job's future on employees' minds, thus, creating job insecurity whether it is actual or perceived.

According to Greenhalgh and Rosenblatt (1984), job insecurity was associated with the state of being powerless and feeling threats up against the continuousness of the job. Most of the researchers linked job insecurity to feeling threat and concern regarding one's job (Rosenblatt & Ruvio, 1996; Heaney et al., 1994) as it is a negative situation that creates distress and affect employee wellness reversely. From this point of view, having secure feelings regarding the job may play a role as a resource and enhance one's capability to gain more resources that affect state of well-being.

It is more likely that job insecurity especially becomes a problem when there are significant changes in economies. Recession times, for example, can lead a lot of employees to lose their jobs or create a vague environment in which individuals feel unsafe regarding their jobs. Likewise, big decisions like merges or layoffs may generate uncertainty thoughts in people's mind. A pandemic process like the world went through may also create an ambiguous ambience for employees. A vast amount of research was about Covid pandemic progress in the last two years and many researchers investigated the negative effect of the pandemic on job security (Wilson et al., 2020; Obrenovic et al., 2021). And then, this influences employee emotions and well-being in a negative way (Sverke et al., 2002).

Cheng & Chan (2008) found that job insecurity was related to damaged health, well-being and reduced performance. Also, it was found that job insecurity negatively related to intrinsic motivation (Shin et al., 2019). Furthermore, Storseth (2006) also provided evidence on how job insecurity is related to impaired physical and mental health.

Robertson and Cooper (2011) divided factors that affect psychological well-being into four categories which are work and its context, relationships at work and the work-home interface, purpose and meaning, and leadership, management and supervision. According

to their model, work and work context related factors consist of resources and communication, control and autonomy, work-life balance/workload, job security and change, work relationships, and job conditions. Conceptualizing these as resource reservoir, one can say that having resources, a balanced work-family life and secure feelings regarding job increase one's PWB.

There are several more models that investigate the association between work-related factors (resources) and PWB. In this current study, first of the focal factors that are assumed to affect PWB is job security. Then, work-life balance and workplace civility will be examined as predictors of PWB.

As important as job security, work-life balance is also worth to investigate as a job factor. Conflict between work and private lives is considered to be another stress-creating situation. A great number of people experience heavy workloads and work demands that affect their after-work hours. For instance, if an employee travels a lot for his/her job, this individual's line between the work and private lives get blurred. Or women who are assumed to be responsible for childcare, especially in more paternalistic societies, concern about their children in work-hours unless they work in family-friendly companies. When people do not be provided with those opportunities which compensate for their private life requirements or they have a great deal of workload so that they bring home work stuff, they are more likely to experience an unbalanced condition.

Researchers characteristically distinguish between five basic models for the association between work and non-work times: They are segmentation, spillover, compensation, instrumental, and conflict models (Guest, 2002). Segmentation model argues that work and private lives are two separate fields which do not affect each other. Spillover model says that these worlds can have an impact on each other favorably or unfavorably, while compensation model hypothesizes that each life (i.e. work and non-work) may compensate what is missing in other one. Instrumental model supports that what is done in one domain enables accomplishing things in the other one. Lastly, conflict model argues that individuals experience difficulties and overload when they face with extreme degree of demands in both non-work and work lives.

Work-life balance is a notion that has got more than one definition yet none of them are approved, extensively. According to one of them, it is about finding the equilibrium

between life demands of variety of life-roles (Yang et al., 2018). Same authors also stated that balancing work and life not only develops mental and physical health but also improves employees' job satisfaction, quality of life and psychosocial well-being. In the same study, it was also indicated that work-life imbalance impairs mental health (Yang et al., 2018). These researchers also showed that a good work-life balance was related to higher psychosocial well-being, and vice versa.

Studies also investigated the notion in pandemic process. Working from home during the pandemic, for example, was found to be related to high work-life balance (Putri & Amran, 2021). Another study suggested that working from home was positively related to job satisfaction and negatively to work stress (Irawanto et al, 2021).

As another work factor, workplace civility can be examined as an organizational factor that influences PWB. Where they work matters to employees. In other word, they get affected by workplace environment and how individuals in the workplace behave to each other. It is crucial to work in a civil environment since if employees detect incivil behaviors against themselves or others, it may negatively impact their attitudes and perceptions regarding the company. Also, this might lead to decreased organizational commitment and work engagement.

Merriam-Webster Dictionary defines civility as a civilized attitude in terms of courtesy and politeness and a polite act or expression ("Civility", 2020). Pearson et al. (2000) mention it as behaviors that serve to start positive relationships and maintain respect in workplace. Similarly, workplace civility climate is about how employees think about the company procedures, how these procedures sustain civil acts. Ottinot (2010) defines it as, the employee perceptions of how management uses policies, procedures, and practices to maintain a civil workplace. According to his opinion, a high-level civility workplace climate should include policies, procedures and precautions to prevent from rude behaviors, verbal aggression and abuse in work environment.

It is seen that workplace incivility was studied more than workplace civility. It may be that while work world is rapidly changing and evolving into a competition-based environment where individuals work on challenging tasks to achieve higher positions or maintain the one they are holding, they are facing with rude, abusive behaviors more than ever. Being exposed to this kind of disrespectful behaviors at work may eventually show

its impact on increased employee stress, voluntary absenteeism, and job dissatisfaction and employee turnover.

Previous research presented evidence regarding the outcomes of workplace incivility. In their study, Lim et al. (2008) found that having experience related to incivility negatively influenced mental health. Also, they found that mental health fully mediated the relationship between incivility and physical health (well-being) after controlling for job stress. Furthermore, it was found that experienced incivility from both superiors and peers was associated with increasing turnover intentions (Giumetti et al., 2012; Miner-Rubino & Reed, 2010). Researchers also found that workplace incivility was related to variety of psychological health outcomes such as depression (Lim and Lee, 2011), distress (Lim et al., 2008), and so on.

Yang et al. (2014) conducted a meta-analytic study regarding workplace mistreatment climate and their outcomes. Results showed that psychological mistreatment climate was negatively associated to emotional and physical strains and turnover intentions. Moreover, perceived civility climate had more powerful relations with organizational commitment and job satisfaction as compared the aggression-inhibition climate.

Related to these above, employee perceptions over how civil the work climate is may affect such individual and organizational outcomes. Since this notion is about how management react to the incivil treats and what precautions they take to further prevent from these acts, it may be argued that if employees believe that management do not see these situations or they overlook them and do not punish the perpetrators, employees' commitments toward the organization and job engagement may decrease. They also experience job stress, burnout, or even depression (Adiyaman & Meier, 2021). On the contrary, if they believe that management looks after them well, meaning that they ensure a positive civility climate, they will not experience such thing. Thus, it may be important to take into consideration the perceptions of employees regarding the workplace civility.

This study aims to investigate the influence of above-mentioned variables on employee flourishing. To obtain a comprehensive understanding regarding the underlying factors for hypothesized associations, conservation of resources theory was utilized as the based model.

1.3. Conservation of Resources (COR) Framework and the Moderating Mechanism

Conservation of Resources (COR) theory (Hobfoll, 1989) suggests that people need to get and conserve what they value such personal and social resources. Hobfoll et al. (2018) associate COR theory with how ‘individuals strive to obtain, retain, foster and protect those things they centrally value’ (p. 104). Basic assumption behind this theory is that when people face the risk of losing key resources, lose these resources, or fail to gain these central resources at the beginning, they encounter stress. Applying to a work context, it emphasizes the necessity of conserving personal resources to meet the demands of workload or even to protect these resources from depletion. In addition, the model emphasizes gain spirals. Gain spirals mean that individuals with more resources are better placed for further resource gains and more likely to have larger resource pool in the future. The model claims that individuals with fewer resources are more likely to experience resource losses. In contrast, initial resource gains finalize in owning more resources in the future.

Resources were described as “those entities that either are centrally valued in their own right (e.g., self-esteem, close attachments, health, and inner peace) or act as a means to obtain centrally valued ends (e.g., money, social support, and credit)” (Hobfoll, 2002, p. 307). It was asserted that these resources provide thriving and success in different contexts of life (i.e. work, relationships, and for health; Lyubomirsky et al., 2005). Research supported that resources are associated to each other, meaning that if one has high level of a resource, it is more likely to have high level of others (Cozzarelli, 1993). Thereby, resource gain mechanism can be a mediator that affects psychological well-being, and in turn flourishing related to work.

Finally, as a major part of positive organizational behavior (POB), psychological capital (PsyCap) has been paid attention in variety of studies recently (Avey, 2014; Burhanuddin et al., 2019; Broad & Luthans, 2020). PsyCap can be conceptualized as a resource here since the notion may be related to variety of other personal and work-related resources such as social support, group membership, self-esteem, etc. Furthermore, it is a multidimensional term, in which, each dimension was found to be associated with well-being (Keyes, 2007; Snyder et al., 2006; Carver et al., 2005; and Meier et al., 2008).

Avey et al. (2010) suggested that PsyCap serves as a cognitive reservoir containing resources that influence psychological well-being even after measured over time using conservation of resources framework (Hobfoll, 1989).

Research supports that this notion has impact on various organizational processes. As distinct from economic capital (i.e. what people have), human capital (i.e. what people know), and social capital (i.e. who they know), psychological capital is interested with “who they are.” Luthans et al. (2004) considered four specific positive psychological capacities: hope, confidence, resilience, and optimism. These constructs, together, are also referred as HERO (i.e., hope, efficacy, resilience and optimism) and due to their commonalities, they interact together to create different expressions across time and contexts (Luthans & Youssef-Morgan, 2017).

According to broaden-and-build theory (Fredrickson, 2004), positive emotions widen the extents of cognitive and behavioral systems such as attention or cognition. And by doing so, they help to form lasting personal resources (social, psychological, physical). This means that how someone feels may have potential to determine how s/he will feel in the future. Thus, people with higher psychological resources (e.g. HERO) may have higher PWB in the future.

First factor of HERO is self-efficacy. It is related to individuals’ perceptions regarding their abilities to accomplish or overcome challenging tasks. The second factor, hope, includes determination to reach goals and creating alternative plans in the case of failure. Resilience, on the other hand, refers to the extent to which individuals have capacity to get over, and lastly, optimism, lastly, is associated to expecting good things to happen in the future.

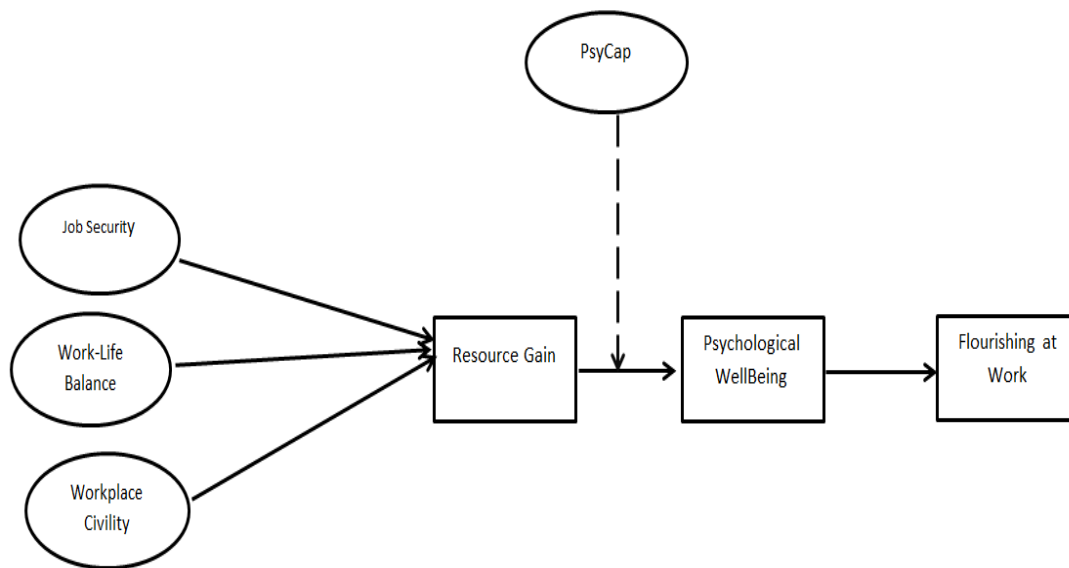
These four constructs were stated to have an impact on substantial organizational and personal outcomes such as employee satisfaction, performance and absenteeism (Robertson & Cooper, 2011). Researchers found that conserving this PsyCap related to higher work-life balance (Siu, 2013). Studies showed that being happy and positive (Graham et al., 2004; Lyubomirsky et al., 2005; Lyubomirsky, 2008), in a positive mood (Ostir et al., 2001), having life satisfaction (Mroczek & Spiro, 2005) resulted in better mental and physical health. Thus, if one already has a resource pool, PsyCap will help

enhance and preserve this reservoir and in turn, one will have higher well-being as compared to people who are low at PsyCap.

So here, PsyCap will be considered as a moderator in the relationship between job resources and PWB via the resource gain mechanism. Below, research model is depicted.

Figure 1

Proposed research model



In the light of these above, as shown in Figure 1, associations between key workplace factors (i.e. job security, work-life balance and workplace civility) will be investigated in this study. It is proposed that each of these factors will relate to psychological well-being of employees as a resource reservoir. Additionally, the mediating role of resource gain and PWB, and the moderating role of PsyCap will be examined based on COR theory. To show the relationships between variables, next, the links between them and the rationale behind the hypotheses will be explained.

As stated above, workplace factors such as job security, work-life balance are considered to be affecting employee health and well-being. Robertson and Cooper (2010) proposed a model of workplace well-being, called ASSET, which involves key workplace components that have an impact on psychological well-being: resources and

communication, control and autonomy, work-life balance/workload, job security and change, work relationships, and job conditions. So it was asserted that:

Hypothesis 1a: Job security, as a resource, will be associated with further resource gain.

Hypothesis 1b: Work-life balance, as a resource, will be associated with further resource gain.

Hypothesis 1c: Workplace civility, as a resource, will be associated with further resource gain.

According to COR theory, initial resources lead to have more resources in the future. In this sense, secure feelings regarding job, balanced work and private life and working in a civil work environment may serve as resources for adding more resources to one's work-related resource pool. When individuals are high in resources, they are expected to feel better. In this study, resource gain is also expected to act like a mediator between job factors (i.e., job security, work-life balance, and work place civility) and psychological well-being.

Hypothesis 2: Resource gain will be positively related to PWB.

Psychological well-being, as stated before and as an aspect of workplace well-being, is expected to have a positive association with workplace flourishing.

Hypothesis 3: PWB will be positively related to flourishing at work.

Hypothesis 4: PWB would mediate the relationship between resource gain and flourishing at work. Such that, if an individual scored high on COR-E, flourishing scores would be higher and PWB of the individual would mediate the relationship.

Also, in this study, the moderating role of PsyCap will be examined. PsyCap is mostly seen as a positive construct that increases PWB and workplace well-being.

Hypothesis 5: The mediated relationship between resource gain and flourishing at work will be moderated by PsyCap.

Hypothesis 6a: Job security has a positive relationship with flourishing at work through first resource gain, then PWB (sequential model).

Hypothesis 6b: Work life balance has a positive relationship with flourishing at work through first resource gain, then PWB (sequential model).

Hypothesis 6c: Workplace civility has a positive relationship with flourishing at work through first resource gain, then PWB (sequential model).

CHAPTER 2

METHOD

2.1. Participants and Data Collection Procedure

In this study, it was aimed to reach individuals who work full-time for public institutions and private firms as white-collars.

Using G*Power, necessary sample size was determined to reach the desired significance level. With an average effect size (.15) and .95 level of power with one-tailed test, required sample size was determined as 74. In fact, G*Power wasn't designed for such complex analyses; therefore it was aimed to reach twice as many employees for the study.

In the first run, the main scale was filled by 72 employees and their answers were based as the pilot study. After deriving the necessary significant results to spread the survey, data collection process continued and total of 327 employees from individual and professional networks were participated in the study. However, only 152 of them completed the survey with the progress ratio over 96%, meaning that they completed the whole survey but didn't read the debriefing form. 161 of them completed the survey with the progress ratio over 32, meaning that they completed the survey without filling demographic information part out. Since those variables in the demographic information form were not directly related to the hypotheses, sample size was based as 161 employees with a response rate of 49.24%.

The whole procedure was carried on Qualtrics, an online survey platform.

The questionnaire was spread via an anonymous link and participants were asked to read and answered followings, respectively. Their consent was taken with a voluntary participation form (Appendix F). They, then, filled job insecurity, work-life balance,

workplace incivility, psychological capital, conservation of resources, psychological well-being, flourishing at work scales and answered demographical questions (Appendix N). After completing the whole questionnaire, they were given information with a debriefing form (Appendix O). All questionnaire forms were in Turkish.

It was aimed to evaluate the relationship between some job and person resources and psychological and workplace well-being with the moderating role of PsyCap. Thus, the questionnaire form had eight sections. The eighth section included sociodemographic questions which were related to gender, age, education status, job, tenure, etc. Six questions were related to Covid-19 pandemic which has affected most people's life and was assumed to have impact on work-life and may be needed to control. For all the scales, scale means were based for analyses.

2.2. Measurement Tools

2.2.1. Job Insecurity Scale

In this study, the adapted version of the Job Insecurity Scale of Ashford et al. (1989) was used. Its adaptation was done by Aslan (2011) within the scope of his master thesis study. It is a 13-item 5-point Likert type questionnaire which consists of two sections. First section involves 10 questions evaluates perceptions that people have regarding the risks of losing their jobs or level of insecurity level they feel against their jobs when faced with these risks. Second section involves three items that assess the weakness in the context of job insecurity. Its internal consistency coefficient for the scale was found .88. Adapted Turkish form can be found in the Appendix G. A sample item of the scale is "Is it possible for you to lose your job by get fired?"

2.2.2. Work-Life Balance Scale

Work-life balance of the employees was assessed with 20 items of the Apaydın (2011)'s Work-Life Balance scale. Scale usage permit was taken via e-mail. The scale has four dimensions whose internal consistency coefficients vary between .88 and .77. The internal consistency of the total scale is .91. It is a 5-point Likert type rating with 1= "completely disagree" to 5= "completely agree" (see Appendix H).

"I can't find time even for basic thing during a day" is a sample item from the scale.

2.2.3. Workplace Incivility Scale

Workplace incivility was measured by the updated version of Workplace Incivility Scale (WIS; Corina et al., 2013) and the translation of the scale was done by Erdaş in 2016 (as stated in Karanfil, 2019). To use the adapted version, consent of the researcher was taken. It is a 12-item and 5-point Likert type scale on which participants are asked to mark incivil behavior they experience in that particular day. The original study's internal consistency coefficient was .92 and even though Erdaş's study didn't provide a reliability value, the other study reported acceptable Cronbach's Alpha values between .86 and .92 (Karanfil, 2019). The questionnaire form can be found in the Appendix I.

“During the last year, any one of your co-workers or supervisors ignored you and did not talk to you” is a sample item from the scale.

The original scale was designed to assess incivility as a negative state and scoring high on the scale means employees experience more incivil actions at work. For this study, we reverse coded the items and inferred that if employees are low on this scale, they experience more civil actions.

2.2.4. Psychological Capital Questionnaire

PsyCap of participants was assessed via the adapted version of Psychological Capital Questionnaire (Luthans et al., 2007). Çetin and Basım (2012) made the adaptation study for the Turkish scale and their consent was taken for this study. They reported internal consistency for the overall scale as high, $\alpha = .91$.

Turkish version of the scale consists of 21 items with 6-point Likert type ratings. The scale has four dimensions: optimism, hope, resilience and self-efficacy. In this study, overall scale score was utilized as the moderator variable (for the scale, see Appendix J).

“I always see the good sides of the things related to my work” is a sample item from the scale.

2.2.5. Conservation of Resources Scale

To assess participants' resource gain, the COR scale which was developed by Hobfoll et al. (1992) was used. It is a 74-item inventory and aims to assess individuals' resource gain and loss that they experience in last six months.

The original resource pool consists of two sections and each has the same 74 items. Loss section evaluates both "extent of actual loss" and "extent of threat of loss" during the last six months. Gain section aims to assess "extent of gain" during the last six months.

In the present study, work-related items were chosen from this pool and they were translated into Turkish language with the help of an Industrial and Organizational (IO) Psychology expert. Then, 33 work-related items were rated based on their work relevancy by 13 individuals. Of them, nine were working IO graduates and graduate students, and rest four was full-time employees. The nine-IO students/graduates also rated the convenience of the translation. After their evaluation, both relevancy and conveniency scores were averaged. If these scores for items are under the average by a wide margin, they are excluded. As for the items whose relevancy and consistency scores are close to the average, expert opinion was based. Two experts agreed on the items and added few resources that are known to be related to the outcome variable from the literature. Bakker and Demerouti (2017), for instance, noted autonomy as a situational job resource that influences flourishing. This study is interested in how much employees gained resources in the past six months. So, only resource gain was measured for this last version of the resource pool.

The 36-item scale, adapted from the original scale, can be seen in the Appendix K.

"Feeling that I am successful", "Positively challenging routine", "Understanding from my employer/boss", "Help with tasks at work" were sample items from the scale and will be rated in terms of resource gain as one means no gain or not applicable, whereas five means gain to a large extent.

2.2.6. Psychological Well-Being

Psychological Well-Being Questionnaire, by Diener et al. (2009), was adapted into Turkish by Telef (2013). The adapted version includes 8 items that are answered on a 7-

point Likert type scale (Appendix L). According to reliability study of the scale, the Cronbach alpha coefficient was .80. Before using in this study, Telef's permission was granted.

"I am optimistic regarding my future" is a sample item from the survey.

2.2.7. Flourishing at Work Scale-Short Form (FAWS-SF)

To assess participants' workplace well-being, Flourishing-at-Work Scale (FAWS-SF; Rautenbach, 2015) was used. 17 derived-items from Flourishing-at-Work Scale which was developed for her doctoral thesis constitute this short form. The original long form covers three aspects of well-being at work: emotional, psychological, and social. 17 items that were included in the short form also were chosen to cover these three main structures.

The short form tackles job satisfaction and positive affect under emotional dimension with three questions. Psychological dimension, which is assessed through nine items, covers autonomy, competence, relatedness, meaning, purpose, cognitive engagement, emotional engagement, physical engagement, and learning. Lastly, social dimension has 5 sub-dimensions that were assessed with five questions in total and these are social contribution, social acceptance, social growth, social integration, and social comprehension.

It is a 6-point scale on which answered were measured from "1= never" to "6=every day." Original study reported internal consistencies of these three dimensions as ranging from 0.82 to 0.90.

In this study, Turkish translation was done for this scale based on linguistic equivalence. To maintain the linguistic and psychological equivalence, in the first run, the original scale was translated into Turkish by three I-O students. Then, these three translations were rated by two other I-O students on a 10-point scale based on their relevancy. After that, the averages of three scales were taken separately and the one with the highest average was chosen. Some corrections were made on this form with an expert. Then, five native Turkish speakers rated the final form based on their convenience on a 6-point scale. The final form can be seen on Appendix M.

“During the last month, how often did you feel happy at work?” is a sample item from the form.

2.3. Cautions against Common Method Variance

The current study used self-report surveys for data collection. However, common method variance (CMV) may be a problem for gathering data at the same time and from the same sample (Chang, Witteloostuijn, & Eden, 2010).

CMV was defined as “variance that is attributable to the measurement method rather than to the constructs the measures represent” (Podsakoff et al., 2003: 879) and may produce wrong Cronbach alpha scores. One of the suggestions they made to prevent from CMV is a post-hoc test called Harman’s one-factor analysis. The logic behind the analysis is to see whether the variance in the self-report data can be explained by one factor or not.

Analysis was done with in SPSS 22 with exploratory factor analysis. All study items are loaded into one factor. According to results, it was seen that single factor explained only 23.83% of the total variance. Since it is not the majority of the variance, it may be inferred that CMV does not seem to be exist for the present study.

CHAPTER 3

RESULTS

3.1. Results of the Pilot Study

To assess COR and FAWS-SF scales' reliability and relationship with other scales, first 72 answers were based as pilot study. Their survey completing ratios were greater than or equal to 96%.

According to the results of the aforementioned pilot sample, all scales were significantly related to each other, except the correlations of Job security with the COR and PsyCap. Furthermore, all scales had acceptable internal consistency reliabilities as measured by Cronbach's alpha. The Job security scale yielded the Cronbach's alpha value as .70 while work-life balance as .90, workplace civility as .92, COR as .97, PsyCap as .93, PWB as .84, and FAWS-SF as .94.

Basing these results, data collection procedure was continued including pilot study sample. Scale correlations with each other and reliabilities can be seen in Table 1.

Table 1

Reliabilities and Bivariate Correlations of the Study Variables for Pilot Study

(N =72)

Variable	1	2	3	4	5	6	7
Job Security	(.70)						
Work-Life Balance	.41**	(.90)					
Workplace Civility	.36**	.84**	(.92)				
COR-E	.22	.39**	.33*	(.97)			
PsyCap	.23	.61**	.34**	.53**	(.93)		
PWB	.28*	.55**	.33**	.46**	.67**	(.84)	
FAW-SF	.42**	.60**	.58**	.54**	.43**	.45**	(.94)

Note. *p <.05; **p<.01 level entries in the diagonal are the reliabilities of the scales

3.2. Results of the Confirmatory Factor Analysis (CFA)

Convergent and discriminant validities of the model's variables were tested through a confirmatory factor analysis (CFA) using EQS 6.1. for Windows. Since our scales had so many items in total, we had to parcel the items to be able to conduct the analysis. For item parceling (Matsunaga, 2008), first, factor analysis with varimax rotation was performed for all scales. Then, items with highest loadings for each emerging factor were used in CFA. These were items 12, 10, 4, 1 for Job Insecurity; 14, 13, 11, 8 for Work-Life Balance; 1 and 7 for Workplace Incivility; 20, 16, 7, 3 for Psychological Capital; 34, 25, 18, 12 for COR; 2 for PWB and 17, 8, 5 for FAW-SF. Results of the analysis can be seen in Table 2.

Table 2

Results of the Confirmatory Factor Analysis Comparing Seven Factor Structure with Six Factor

Model	χ^2	df	χ^2/df	CFI	GFI	RMSEA
Seven-factor model	307.07	188	1.63	.81	.85	.06
*Six-factor model	323.22	152	2.12	.60	.82	.08

*This model combines PWB and FAWS into one factor

According to results of the seven-factor model, chi square, RMSEA, GFI and CFI values were convenient ($\chi^2(188)=307.07$, $p<.001$, $CFI=.81$, $GFI=.85$, $RMSEA=.06$). χ^2/df was smaller than two. CFI was between zero and one. RMSEA was found as .06 ($RMSEA<.06$ indicates a good fit).

As for the six-factor model that combines PWB and FAWS into one factor, χ^2/df was bigger than two. CFI, GFI, and RMSEA values were also poorer than the seven-factor model (while $\chi^2/df <2$ can be taken as a well-fitting model). Results showed that our seven-factor model fitted the data better than the six-factor model.

3.3. Descriptive Statistics of the Main Study

Like mentioned in the previous section, 161 participants were based for scale analyses and hypothesis testing. For the demographic information, 152 participants' answers were considered.

According to their responses, 81 out of 152 participants (50.3%) were women, while 68 out of 152 participants (42.2%) were men. Three individuals (7.5%) did not want to state their gender. 39.1% of 152 participants' ages were between 18 and 30 (30 included). 36% of them were between 30 and 40 and 19.3% were between 40 and 68 ($M = 35.16$, $SD = 9.34$). Ages of the 152 participants varied between 18 and 68. 106 of them were married or had a long-term relationship (65.8%) and 46 of them (28.6%) were single. For education status, 11 employees (6.8%) were graduated from high-school. 93 employees (57.8%) had bachelor's degree. Of the participants, 42 out of 152 (26.1%) had master's degree and six out of 152 (3.7%) completed their PhDs or Postdoc studies.

As for the results of pandemic related questions, 127 employees (78.9%) stated that they were spending the process with their family, eight of them (5%) with their friends, and 17 of them (10.6%) alone. Regarding their anxiety level about the pandemic period ($M = 2.93$, $SD = 1.09$), 16 of them (9.9%) stated that they didn't worried at all. 38 of them (23.6%) worried a little, 49 of them (30.4%) worried on average. 39 of the employees (24.2%) indicated that they worried too much and 10 out of 152 employees (6.2%) worried extremely.

40 out of 152 individuals (24.8%) were not worried about getting infected by workplace at all. 34 of them (21.1%) had some worries while 46 of them (28.6%) worried on average. 29 of them (18%) stated that they worried too much about getting infected from workplace. Only three employees (1.9%) said that they didn't go to workplace during pandemic ($M = 2.48$, $SD = 1.13$)

Results showed that Cronbach's alpha values for Job Security, Work-Life Balance, Workplace Civility, COR-E, PsyCap, PWB, and FAWS-SF scales were .70, .87, .93, .98, .93, .86, and .93, respectively. Even though the reliability statistics for the job insecurity scale was relatively lower, we did not want to spoil the wholeness of the scale and continued with using all items and total item score.

Results of the correlational analysis showed that total job security scores were significantly related to work-life balance scores ($r=.26, p<.01$), workplace civility scores ($r=.19, p<.05$), and FAW-SF ($r=.17, p<.05$). The work-life balance scale had significant relationships with all scales: workplace civility ($r=.32, p<.01$), COR-E ($r=.24, p<.01$), PsyCap ($r=.49, p<.01$), PWB ($r=.54, p<.01$), and FAWS-SF ($r=.51, p<.01$). Workplace civility scale was also significantly related to PsyCap ($r=.27, p<.01$), PWB ($r=.24, p<.01$), and FAWS-SF ($r=.40, p<.01$). COR-E was also significantly associated to PsyCap ($r=.36, p<.01$), PWB ($r=.47, p<.01$), and FAWS-SF ($r=.52, p<.01$). PsyCap had a significant relationship with PWB ($r=.64, p<.01$) and FAWS-SF ($r=.51, p<.01$). Lastly, PWB and FAWS-SF was significantly related to each other ($r=.54, p<.01$).

Means, standard deviations, and correlations among variables can be seen in Table 3.

Table 3

Means, Standard Deviations, Reliabilities and Bivariate Correlations of the Study Variables (N =161)

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7
Job Security	3.47	.52	(.70)						
Work-Life Balance	3.41	.64	.26**	(.87)					
Workplace Civility	1.66	.75	.19*	.32**	(.93)				
COR-E	3.22	.98	.12	.24**	.13	(.98)			
PsyCap	4.78	.72	.13	.49**	.27**	.36	(.93)		
PWB	5.30	1.01	.15	.54**	.24**	.47**	.64**	(.86)	
FAW-SF	4.41	.89	.17*	.51**	.40**	.52**	.51**	.54**	(.93)

Note. * $p <.05$; ** $p <.01$ level entries in the diagonal are the reliabilities of the scales

3.4. Control Variables

In this study, gender, marital status, education status, sector type, and pandemic related variables (e.g., anxiety level regarding pandemic) were also examined. According to correlation results, gender ($r=.27, p<.01$), anxiety level regarding the pandemic process ($r=-.27, p<.01$), and anxiety level regarding getting infected by workplace ($r=-.20, p<.05$) were significantly related to COR scores. PsyCap ($r=.18, p<.05$), WPC ($r=.20, p<.05$),

and FAW-SF ($r=.16, p<.05$) scores were significantly related to “attention to wearing mask and protective gear.” However, there was no evidence found in the literature that supports these relations. Considering also that the correlations were not that strong, variables were not controlled in this study.

3.5. Hypothesis Testing

3.5.1. Relationships between Job Security, Work-Life Balance, Workplace Civility and Resource Gain

To analyze whether three job security, work-life balance and workplace civility predict resource gain or not, multiple linear regression was used.

The results of the multiple regression analysis between job security, work-life balance, workplace civility (as predictors/independent variables) and COR (as criterion/dependent variable) produced ($F(3, 157) = 3.691, p<.05$) with an R^2 of .066. It was found that only work-life balance ($\beta = .214, p<.05$) predicted resource gain significantly, meaning that individuals who have more balanced work and family life were good at gaining more resources as compared to others. Thus, Hypothesis 1b, asserting that work-life balance would predict resource gain, was supported, while 1a, examining job security and resource gain relation, and 1c, examining workplace civility and resource gain relation, were not.

Results of the analysis can be seen on Table 4.

Table 4

Summary of Multiple Regression Analysis Predicting Resource Gain

(N = 161)

Variable	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>
Constant	1.894	.689		2.747	.007
Job Security	.095	.153	.050	.623	.534
Work-Life Balance	.328	.128	.214	.2.572	.011
Workplace Civility	.074	.107	.057	.691	.490

Note. $R^2 = .066, F(3, 157) = 3.691^*, *p <.05$

3.5.2. The Relationship between Resource Gain, Psychological Well-Being and Flourishing at Work

Hypothesis 2, asserting that resource gain would be positively associated to PWB, and Hypothesis 3, asserting that PWB would be related to flourishing at work, were examined through correlation analysis.

As proposed, resource gain was significantly associated to PWB ($r=.47, p<.01$) and PWB was significantly correlated with flourishing at work ($r=.54, p<.01$) Therefore, both Hypotheses 2 and 3 were supported.

3.5.3. The Mediating Effect of PWB on Resource Gain and Flourishing at Work

The fourth hypothesis of the study was that PWB had a mediating effect on resource gain and flourishing at work. The mediation analysis was done by using the Model 4 of Process Macro in SPSS.

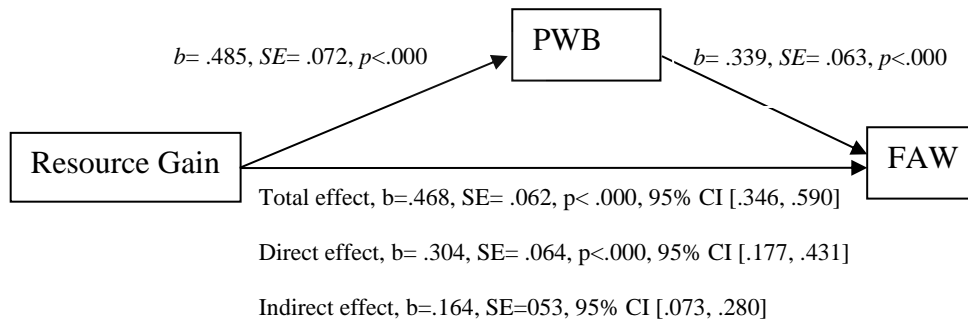
The results showed that resource gain positively predicted flourishing at work ($b= .468, SE=.062, p=.000, 95\% CI [.346, .590]$). The path from resource gain to PWB was positive and statistically significant ($b= .485, SE=.072, p=.000, 95\% CI [.343, .626]$). The path from PWB to flourishing at work was also positive and significant ($b= .339, SE=.063, p=.000, 95\% CI [.215, .462]$). It indicates that participants who are high on PWB are more likely score high on flourishing at work scale. The direct effect of resource gain on flourishing at work is positive and significant ($b= .304, SE=.064, p=.000, 95\% CI [.177, .431]$), indicating individuals scoring higher on COR scale are more likely score high on flourishing at work scale.

The indirect effect was tested using 5000 bootstrap with 95% confidence interval. Since the confidence interval (.073, .280) of the indirect effect of resource gain on flourishing at work did not include “0”, it is possible to be a mediator variable between resource gain and flourishing at work. Even after PWB was added into the model, the effect of resource gain on flourishing at work was still significant. Thus, partially supporting the third hypothesis, it can be said that the association between resource gain and flourishing at

work is partially mediated by PWB. Thus, Hypothesis 4 was partially supported. The relationship regarding this hypothesis can be seen in Figure 2.

Figure 2

Unstandardized regression coefficients for the association between resource gain and flourishing at work as mediated by PWB



3.5.4. The Mediating Effect of PWB on Resource Gain and Flourishing at Work with the Moderated Role of PsyCap

To test the conditional indirect effect of psychological capital on the association between resource gain and flourishing at work via psychological well-being, Process Macro Model 7 was used with 5000 bootstrapping and 95% confidence interval.

Unstandardized interaction showed that psychological capital didn't moderate the effect of resource gain and flourishing at work ($X*W b = -.109, p = .103, 95\% CI = [-.241, .022]$). As for the test of the moderated effect, the 95% CI included "0". Therefore, the overall moderated mediation model, as well as hypothesis five, was not supported with the index of moderated mediation = $-.037 (95\% CI = [-.081, .006])$.

3.5.5. Sequential Mediation Analyses for Person and Job Factors

This study also aimed to investigate the antecedents of flourishing at work through a sequential mediation model of resource gain and psychological well-being with the independent variables of job security, work-life balance, and workplace civility. The model was tested with three sequential mediation analyses in Process Macro Model 6 with 5000 bootstrap. The mediators were put in order in which they are presented in the model (resource gain and PWB, respectively).

3.5.5.1. Sequential Mediation Analysis for Job Security

Hypothesis 6a claimed that job security would predict flourishing at work through first resource gain, then, psychological well-being.

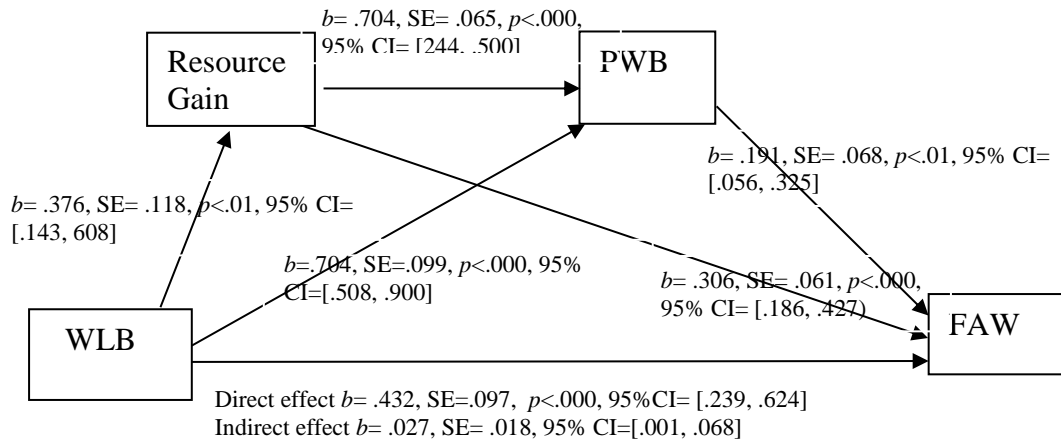
Analysis results showed that the effect of job security on flourishing at work via resource gain and PWB was not significant (a path was $b=.220$, $SE=.150$, $p=.144$, 95% CI= [-.076, .516]). Analysis also showed that when COR-E ($b=.473$, $SE=.072$, $p<.000$, 95% CI= [.331, .616]) and PWB ($b=.330$, $SE=.063$, $p<.000$, 95% CI= [.206, .454]) were added to model, effect becomes significant. However, results showed that indirect effect of the job security on flourishing at work was insignificant ($b=.034$, $SE=.028$, 95% CI= [-.018, .095]), including “0” in the confidence interval. So, Hypothesis 6a was not supported.

3.5.5.2. Sequential Mediation Analysis for Work-Life Balance

Other proposed antecedent of flourishing at work was work life balance. Analysis results showed that work-life balance predicted resource gain significantly ($b=.376$, $SE=.118$, $p<.01$, 95% CI= [.143, .608]). Resource gain was also significantly related to PWB ($b=.372$, $SE=.065$, $p<.000$, 95% CI= [.244, .500]). PWB was significantly related to flourishing at work as well ($b=.191$, $SE=.068$, $p<.01$, 95% CI= [.056, .325]). Indirect effect of work-life balance on flourishing at work was also significant ($b=.027$, $SE=.018$, 95% CI= [.001, .068]). Therefore, it can be said that Hypothesis 6b was supported. The results of the sequential mediation analysis for WLB can be seen in Figure 3.

Figure 3

Sequential Mediation Analysis with Outcome Variable: Flourishing at Work



3.5.5.3. Sequential Mediation Analysis for Workplace Civility (Incivility)

Last antecedent of flourishing at work for this study was proposed as workplace civility. Applying the same approach, Hypothesis 6c was tested with Process Macro Model 6. Results showed that civility was not associated to resource gain ($b = .176$, $SE = .103$, $p = .090$, 95% CI = [-.027, .379]). Resource gain positively predicted PWB ($b = .460$, $SE = .071$, $p < .000$, 95% CI = [.319, .600]). Lastly, PWB had a positive association with flourishing at work ($b = .284$, $SE = .060$, $p < .000$, 95% CI = [.164, .403]). Direct effect of civility on flourishing at work was also significant ($b = .325$, $SE = .072$, $p < .000$, 95% CI = [.182, .468]). However, indirect effect of civility on flourishing at work was not significant ($b = .023$, $SE = .016$, 95% CI = [-.004, .057]), including “0” in the confidence intervals. So, it can be said that Hypothesis 6c was not supported.

CHAPTER 4

DISCUSSION

In this present study, it was aimed to develop a sense regarding how specific job factors (i.e. job security, work-life balance, and workplace civility) affects flourishing at work through first, resource gain, then, psychological well-being with the moderation effect of a person factor (i.e. PsyCap).

4.1. Main Findings

According to hypothesis testing results, only Hypothesis 1b, claiming that work-life balance would be associated with resource gain, was supported. Actually, the rationale behind Hypothesis 1 was related to COR framework. The theory claims that when people have resources, it is more likely for them to gain more resources (i.e. gain spirals; Hobfoll, 2002).

Among three predictors, only work-life balance supported this claim. Maybe, job security was not a significant resource as conceptualized because of the characteristic of the sample. Most of the participants were working for public institutions or had steady IT jobs. Either they didn't have a concern related to their jobs, or the notion of "job security" has changed due to the evolving work environment. Data collection for the study was done by reaching out people based on availability and considerable amount of them was working for IT sector and important public institutions. In our opinion, even if these people face the threat of losing job, they get over and are able to find their new job too fast.

Workplace civility, maybe because of the sample again, was not associated to further resource gain. There are studies found that workplace incivility and resource depletion are

associated (Lan et al., 2020), so it was expected workplace civility to predict resource gain. According to research, negative work experiences lead to psychological stress that might lead to resource depletion (De Cuyper et al., 2012). So, positive experiences should lead to resource gains. Maybe, civility was seen as fundamental thing that all workplace must have at the beginning, a *quod erat faciendum*. Therefore, conceptualizing it as hygiene factor instead of a motivation factor can be more accurate (see Herzberg's theory [1959] for hygiene and motivation factors) and further research may examine this mechanism.

Further research should also examine this relation between workplace civility and resource gain with a civility scale. Like mention earlier, we used reversed incivility scores to predict workplace civility; however, lack of incivility does not always mean the existence of civility. Study shows that lack of incivility does not predict flourishing at work through resource gain and psychological well-being per se. Measuring civility could be a complementary to what was found here and support the assertion of incivility being a hygiene factor and civility as a motivation factor.

Hypothesis 2 claiming that resource gain would predict PWB was supported. It was expected since previous research discussed (Wright and Hobfoll, 2004; Hobfoll, Halbesleben, Neveu, & Westman, 2018). Resources help the emergence of psychological well-being (Hobfoll, 1989) and our result is in consistent with literature. It is not surprising that having or gaining resources is related higher level of PWB since having an extensive resource reservoir might change individuals' cognitive process. If they have resources, they may be prone to tackle things from a broader perspective and adjust themselves to the new condition in the presence of negative circumstances. In case of a failure, they may recover faster as compared to individuals with fewer resources.

Hypothesis 3 asserting that PWB would be related to FAW was also supported and expected since a component of flourishing at work concept was proposed as psychological well-being (Rothmann, 2013). Ho and Chan (2022) suggested that positive psychological resources were related to psychosocial functioning. Our Hypothesis 4 also supported that by showing the association between work-related resource gain and flourishing at work via PWB. As far as we see, resource gain was not tested in such

mechanism in the literature (i.e., via PWB on FAW). However, such studies conducted using PsyCap as personal resource may be a reference point to extend this model for further research.

In Hypothesis 5, our model asserted that PsyCap would moderate this mediated model. However, the interaction between resource gain and PsyCap and the moderation index was not significant. It is an interesting finding such that PsyCap was considered as a personal resource in variety of studies (Grover, Teo, Pick, Roche, & Newton, 2018; Kerksieck, Bauer, & Brauchli, 2019; and Ho & Chan, 2022). Like mentioned earlier, research yielded evidence on PsyCap and PWB association. Basing this evidence, we expected PsyCap, as a personal resource, to strengthen the relationship between resource gain and PWB. However, we found no support for our hypothesis. It may be that our resource pool contained only work-related resources and PsyCap covers more general aspects of individuals' life. It is also possible that the PsyCap may moderate the relationship between workplace stress factors and PWB and flourishing. Furthermore, the sample size of this study may not be large as what requires to detect a moderation effect. Further studies might use more participants and maybe get significant interaction effect for the proposed moderated mediation model.

Our Hypothesis 6 was about the sequential models. Hypothesis 6a and 6c, asserting that job security and workplace civility would predict flourishing at work via resource gain and PWB, respectively were not supported. These results were consistent with Hypothesis 1a and 1c. The model of work-life balance, on the other hand, was a valid model. It may be that with changing nature of the work life (i.e. remote working/working from home), work-life balance became more important, more than ever. So that, people score high on work-life balance scale (conceptualizing it as a resource) are good at gaining more work-related resources and in turn, high at PWB and FAW as compared to people who are low at this scale. Sample of the current study were the people who work mostly from home during the pandemic period and probably got affected from the conflicts between work and family lives. Having a balanced work-life environment then, seems to be a significant resource that motives employees strive for more (see Greenblatt's [2002] review for the association between work-life balance and the concept of resource).

Lastly, our predictors are mostly negative notions in the literature (i.e. job (in)security, workplace (in)civility). However, for the sake of this study, they are based as positive notions by reversing and recoding the measurement tools. In this way, we were able to conceptualize them as resources that contribute to resource gain. Further research may investigate the model with the negative forms of the notions through loss spirals and see the reverse effect on workplace flourishing.

4.2. Implications of the Study

Results of the study suggest two significant implications. First, resources play a role in one's psychological well-being as well as workplace flourishing. Second, work-life balance is associated to resource gain and an important predictor of well-being.

From the organization window, employers better invest on their employees by enhancing resource reservoir. Like mentioned in the previous chapters, well-being is an important factor not only for people outcome, but also for organizational-level results. By contributing employees' resource pool, organizations may gain a competitive advantage in this high-paced working world. To enhance employees' resource reservoir, employee training programs should be at human resources professionals' agenda. Also, other work life enhancing programs such as changing the nature of the work and giving trainings not only for the workers but also for the managers may be issued by the relevant units of the organizations.

In our COR scale, resources related to financial status were rated relatively low. It is expected since money was also seen as hygiene factor that should be provided in default (Herzberg, 1959). Organizations, in this scenario, should provide the assurance that employees need to feel regarding their wage, let's say. To ensure financial stability, organizations can keep their wage scales up-to-date.

Other implication is regarding work-life balance of employees. According to the result, when their work-life balance scores increase, their resource gain and well-being scores go up. This may indicate that they are in the need of a balanced work and private life and organizations provide their employees this flexibility even if they work from home. Even

though research discussed work from home is a benefit (Putri & Amran, 2021), with time, the line between work and home might get blurred. Individuals may lose their time perceptions since they are lack of social reference points (i.e. co-workers around) and work more. Since working from home doesn't mean working more, organizations should help employees to protect the line between their work and private lives. They can set time limits for remote worker or propose an alternating working model instead of fully remote working.

4.3. Contributions, Limitations and Suggestions for Future Research

This study aimed to investigate how some work-related resources (i.e. job security, work-life balance, and workplace civility) influence employee flourishing at work through resource gain as the underlying mechanism. No study, if any, was encountered in the literature that examines these variables in such model. We also utilized conservation of resources theory as the based model and having such a framework gave us the advantage of understanding latent mechanism for the hypothesized associations, especially for work-life balance.

For the sake of the study, we created a COR scales that contains work-related items from Hobfoll et al. (1992)'s 74-item resource pool. It is unique that our study is most likely the first study that creates a work-related COR scale from that original scale.

We also translated the FAWS-SF scale into Turkish and it is also unique. No study was met that uses this scale to assess overall employee well-being at work.

We are aware of that this study has also some limitations. We think that considering these for future research will end up with more accurate and strong results.

In first, data collection part was the hardest for this study. Participants were mostly known people from the same environment. Further research needs to be done with a random sampling or with a broader participation from various environments. Furthermore, sample size should be larger to gain more comprehensive understanding regarding the study variables.

Translating FAWS-SF and creating a work-related resource pool were the unique aspects of the present study. These two newly adapted scales had more than enough reliability scores and correlations with other scales. However, reliability and validity studies should be done for these two scales.

Another limitation of the study was with the job insecurity scale. Two items in the scale were assessing positive job insecurity (i.e. item four and five; they were related to job promotion). Item-total statistics of the reliability analysis showed that deleting these items increased scale reliability. Assessing this model without these two items in the future might produce more reliable results.

After completing the pilot study, a new version of the scale was encountered and the scale was validated across five countries (see Job Insecurity Scale of Vander Elst et al., 2014). It is a four-item scale that measures the same construct by saving time. Insignificant results related to job insecurity may be because of the scale being old, thus further studies might use this scale to evaluate the model.

Lastly, analyses of the study hypotheses were done by using Process Macro of Hayes, Version 3.2. With a larger sample, the research model should be tested with Structural Equation Modelling (SEM).

To sum up, this study tried to understand the role of job and person resources on employees' workplace flourishing from conservation of resources perspective. Workplace flourishing is a relatively new notion and needs to be tested within the scope of other studies. Our hypotheses which were not supported should also be tested in a larger sample and seen if they result in the same way.

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APPENDICES

A. APPROVAL OF THE METU HUMAN SUBJECTS ETHICS COMMITTEE

UYDULAMALI ETİK ARAŞTIRMA MERKEZİ
APPLIED ETHICS RESEARCH CENTER

ORTA DOĞU TEKNİK ÜNİVERSİTESİ
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16 MART 2020

Konu: Değerlendirme Sonucu

Gönderen: ODTÜ İnsan Araştırmaları Etik Kurulu (İAEK)

İlgi: İnsan Araştırmaları Etik Kurulu Başvurusu

Sayın Reyhan BİLGİÇ

Danışmanlığını yaptığınız Fatma Sinem FAKILAR'ın "Job and Person Resources and Well-Being: Mediating Role of Resource Depletion Based on Conservation of Resources Theory" başlıklı araştırması İnsan Araştırmaları Etik Kurulu tarafından uygun görülmüş ve 103 ODTU 2020 protokol numarası ile onaylanmıştır.

Saygılarımızla bilgilerinize sunarız.

[Redacted Signature]

Başkan

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Üye

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B. INFORMED CONSENT

ARAŞTIRMAYA GÖNÜLLÜ KATILIM FORMU

Bu araştırma, ODTÜ Psikoloji Bölümü Yüksek Lisans öğrencilerinden Fatma Sinem Fakılar tarafından Prof. Dr. Reyhan Bilgiç danışmanlığındaki yüksek lisans tezi kapsamında yürütülen bir çalışmadır. Bu form sizi araştırma koşulları hakkında bilgilendirmek için hazırlanmıştır.

Çalışmanın Amacı Nedir?

Araştırmanın amacı katılımcıların genel ve iş yaşamına ilişkin tutum/düşünce/eğilimleriyle ilgili bilgi toplamaktır.

Bize Nasıl Yardımcı Olmanızı İsteyeceğiz?

Araştırmaya katılmayı kabul ederseniz, sizden beklenen, ankette yer alan bir dizi soruyu derecelendirme ölçeği üzerinde cevaplamanızdır. Bu çalışmaya katılım ortalama olarak 20-30 dakika arasında sürmektedir.

Sizden Topladığımız Bilgileri Nasıl Kullanacağız?

Araştırmaya katılımınız tamamen gönüllülük temelinde olmalıdır. Ankette, sizden kimlik veya kurum belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamamıyla gizli tutulacak, sadece araştırmacılar tarafından değerlendirilecektir. Katılımcılardan elde edilecek bilgiler toplu halde değerlendirilecek ve bilimsel yayımlarda kullanılacaktır. Sağladığımız veriler gönüllü katılım formlarında toplanan kimlik bilgileri ile eşleştirilmeyecektir.

Katılımınızla ilgili bilmeniz gerekenler:

Anket, genel olarak kişisel rahatsızlık verecek sorular içermemektedir. Katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yarıda bırakıp çıkmakta serbestsiniz. Böyle bir durumda çalışmayı uygulayan kişiye, çalışmadan çıkmak istediğinizi söylemek yeterli olacaktır. Çalışma sonunda, varsa, bu araştırmayla ilgili sorularınız cevaplanacaktır.

Araştırmayla ilgili daha fazla bilgi almak isterseniz:

Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Araştırma hakkında daha fazla bilgi almak için Psikoloji Bölümü öğretim üyelerinden Prof. Dr. Reyhan Bilgiç (E-

posta: rey@metu.edu.tr) ya da yüksek lisans öğrencisi Fatma Sinem Fakılar (E-
posta: sinem.fakilar@metu.edu.tr) ile iletişim kurabilirsiniz.

Yukarıdaki bilgileri okudum ve bu çalışmaya tamamen gönüllü olarak katılıyorum.

C. JOB INSECURITY SCALE

<p>Şu anda çalıştığınız işle ilgili olarak aşağıdaki olayların gerçekleşme olasılığını geleceği düşünerek yanıtlayınız.</p> <p>1=Kesinlikle Mümkün 2=Çok Mümkün 3=Mümkün 4=Pek Mümkün Değil 5=Hiç Mümkün Değil</p>	
1	Yaptığınız işi kaybetmeniz ve çalıştığınız yerde daha düşük seviyede bir göreve getirilmeniz mümkün mü?
2	Yaptığınız işi kaybetmeniz ve çalıştığınız yerde aynı seviyede bir göreve getirilmeniz mümkün mü?
3	Eğer saat hesabıyla çalışıyorsanız, toplam çalışma sürenizde bir değişiklik olması mümkün mü?
4	Çalıştığınız birimde daha üst düzey bir göreve getirilmeniz mümkün mü?
5	Kurumunuzun başka bir bölgesindeki ya da şehrindeki biriminde daha üst düzeyde bir göreve getirilmeniz mümkün mü?
6	Kısa bir süreliğine yapmakta olduğunuz işinizden alınarak bekletilmeniz mümkün mü?
7	Yapmakta olduğunuz işten alınarak işinizi sürekli bir biçimde kaybetmeniz mümkün mü?
8	İş yerinde bulunduğunuz bölümün ya da birimin geleceğini belirsiz buluyor musunuz?
9	Kovularak işinizi kaybetmeniz mümkün mü?
10	Erken emekliliğe zorlanarak işinizi kaybetmeniz mümkün mü?
<p>Aşağıdaki sorulardaki yargılara katılma derecenizi belirtiniz.</p> <p>1=Tamamen Katılıyorum 2=Katılıyorum 3=Kararsızım 4=Katılmıyorum 5=Hiç Katılmıyorum</p>	
11	Bu iş yerinde işimi etkileyebilecek olayları kontrol etme gücüne sahibim.
12	Bu iş yerinde iş durumumu olumsuz etkileyecek şeyleri engelleyebilirim.
13	İş yerimin beni etkileyebilecek şeyleri iyi bir biçimde kontrol edebileceğine inanıyorum.

D. WORK-LIFE BALANCE SCALE

Açıklama: Aşağıdaki her ifadeyi okuyarak, bunların sizin için geneelde ne derece geçerli olduğunu karşılardaki ölçekte sizin uygun gelen seçeneği işaretleyerek (X) belirtiniz. Lütfen boş ifade bırakmayınız.		Hic katılmıyorum	Çok az katılıyorum	Biraz katılıyorum	Büyük ölçüde katılıyorum	Tamam katılıyorum
1*	Gün içinde basit şeyler için bile zaman bulamıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	"Ev evdir, iş iştir" düşüncesiyle yaşamıma yön veriyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3*	Kendimi sadece çalışmayı bilen, yaşamın geri kalan kısmını yaşamayan biri olarak görüyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Hafta sonlarını eşimle ve/veya arkadaşım ile birlikte bir şeyler yaparak geçiriyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5*	Yaşamı geriden izlediğimi düşünüyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Hem işimin hem özel yaşamımın aynı derecede önemli olduğunu düşünüyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7*	Çok fazla işi aynı anda yapmaya çalıştığım için uyku, düzenli beslenme ve hareket etme gibi temel yaşamsal etkinliklerden fedakarlık ediyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Yaşamımı iyi planlayarak her işimi yapabiliyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9*	Kişisel sorunlarımı işyerinde de ilgilendiğim için işimi bitirmede zorlanıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Çalışma saatlerimin niceliğinden çok niteliğinin önemli olduğunu düşünerek hareket ediyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	İş yaşamımda önceliklerimin neler olduğuna karar veriyor ve bu doğrultuda hareket ediyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	İşim ve kişisel yaşamım arasında bir denge kurabiliyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	İş yükümü oldukça iyi yönettiğime inanıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14*	İşlerimi mesai bitse de zihnen eve taşıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15*	İşlerimin yoğunluğuna yetişemiyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	İş dışında kendimi dinlendirmek için sevdiğim hobilerle uğraşıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17*	"Çalışmazsam ilerlemem mümkün değil" şeklinde düşünerek akşamları çalışmaya devam ediyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18*	İş sıkıntısından gülmeyi bile unutuyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Yaşamımın ideal yaşam biçimini yansıttığını düşünsem de, bir şeyleri kaçırdığım düşüncesiyle yaşıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20*	En yakın arkadaşlarım işe boğulduğumu ve yaşamın diğer alanlarını göz ardı ettiğimi söylüyor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21*	Keşke daha fazlasını yapabilsedim diye düşünüyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22*	Sıradan bir gün içinde, zamanımı ve enerjimi hangi işlere vereceğim konusunda sağlıklı kararlar veriyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23*	"Beni mutlu edecek işlerle uğraşsaydım, belki daha mutlu olurdum" diye düşünüyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24*	İş yerinden çoğunlukla geç saatlerde çıkıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25*	Hafta sonları aralıksız çalışmaya devam ediyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26*	İşime harcadığım zamandan dolayı iş dışındaki etkinlikleri özölüyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27	İşimde ve özel yaşamımda hoşlandığım etkinlikleri yapıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28*	İşimden kaynaklanan gerginlikler özel yaşamımı olumsuz yönde etkiliyor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	Hem iş hem özel yaşamıma zamanımı uygun biçimde dağıttığımı düşünüyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30*	Özel yaşamımdan ödün vermediğim için işimde zorluk yaşıyorum.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2., 6., 9., 10., 14., 16., 17., 18., 20. ve 21. maddeler faktör analizi sonucunda çıkarılmıştır.

E. WORKPLACE INCIVILITY SCALE

ALGILANAN İŞ YERİ NEZAKETİ ÖLÇEĞİ

Lütfen son bir YIL boyunca, alt bölümde sunulan çalışma arkadaşlarınız ya da amirlerinizden herhangi biri tarafından size yönelik sergilenebilecek durumları, ne kadar sıklıkla yaşadığınızı beş basamaklı ölçek üzerinden değerlendiriniz. 1. Hiçbir Zaman 2. Bir ya da iki defa 3. Bazen 4. Genellikle 5. Çoğu Zaman Son yıl boyunca, çalışma arkadaşlarınız ya da amirlerinizden herhangi birisi					
1. Söylediklerinize dikkatini vermedi, fikirlerinizle ilgilenmedi.	1	2	3	4	5
2. Sorumluluğunuz olan bir konuda yargınızdan şüphe etti.	1	2	3	4	5
3. Size düşmanca, küçük gören bakışlar attı.	1	2	3	4	5
4. Size profesyonel olmayan biçimde hitap etti.	1	2	3	4	5
5. Sözüünüzü kesti.	1	2	3	4	5
6. Bir değerlendirmede size hak ettiğinizden daha düşük değerlendirdi.	1	2	3	4	5
7. Size bağırdı.	1	2	3	4	5
8. Hakkınızda aşağılayıcı, saygısız ifadeler kullandı.	1	2	3	4	5
9. Sizi görmezden geldi, sizinle konuşmadı.	1	2	3	4	5
10. Sizi işinin ehli olmamakla suçladı.	1	2	3	4	5
11. Size kızdı/öfkeyle patladı.	1	2	3	4	5
12. Sizinle alay etti.	1	2	3	4	5

F. PSYCHOLOGICAL CAPITAL QUESTIONNAIRE

Birazdan okuyacağımız ifadeler, sahip olduğunuz psikolojik sermaye ile ilgilidir. Lütfen cümleleri dikkatlice okuyarak söz konusu ifadeye ne ölçüde katıldığınızı, ilgili kutucuktaki rakamlardan size uygun olanı yuvarlak içine alarak belirtiniz. Rakamların anlamları şu şekildedir: 1 – Kesinlikle Katılmıyorum 2 – Katılmıyorum 3 – Kısmen Katılmıyorum 4 – Kısmen Katılıyorum 5 – Katılıyorum 6 – Kesinlikle Katılıyorum						
1. Bu aralar kendim için belirlediğim iş amaçlarımı yerine getiriyorum	1	2	3	4	5	6
2. Bir grup iş arkadaşşıma bir bilgi sunarken kendime güvenirim.						
2. Bir grup iş arkadaşşıma bir bilgi sunarken kendime güvenirim.						
4. Daha önceleri zorluklar yaşadığım için, işimdeki zor zamanların üstesinden gelebilirim						
5. Herhangi bir problemin çözümü için birçok yol vardır.						
6. Genellikle, işimdeki stresli şeyleri sakın bir şekilde hallederim.						
7. İşimde benim için belirsizlikler olduğunda, her zaman en iyisini isterim.						
8. Eğer zorunda kalırsam, işimde kendi başıma yeterim.						
9. Eğer çalışırken kendimi bir tıkanıklık içinde bulursam, bundan kurtulmak için birçok yol düşünebilirim.						
10. İşimde birçok şeyleri halledebileceğimi hissediyorum.						
11. İşimle ilgili şeylerin daima iyi tarafını görürüm.						
12. Yönetimin katıldığı toplantılarda kendi çalışma alanımı açıklarken kendime güvenirim						
13. Uzun dönemli bir probleme çözüm bulmaya çalışırken kendime güvenirim						
14. Şu anda, işimde kendimi çok başarılı olarak görüyorum						
15. İşimle ilgili gelecekte başıma ne geleceği konusunda iyimserimdir						
16. İşime “her şeyde bir hayır vardır” şeklinde yaklaşıyorum.						
17. Şu anda iş amaçlarımı sıkı bir şekilde takip						

ediyorum.						
18. Organizasyonun stratejisi konusundaki tartışmalara katkıda bulunmada kendime güvenirim.						
19. İşimdeki zorlukları genellikle bir şekilde hallederim.						
20. Organizasyon dışındaki kişilerle (tedarikçiler, tüketiciler vb.) problemleri tartışmak için temas kurarken kendime güvenirim.						
21. Mevcut iş amaçlarıma ulaşmak için birçok yol düşünebilirim.						

G. COR SCALE

Aşağıda bir kaynak listesi yer almaktadır. Lütfen son 6 ayınızı düşünerek, bu kaynakların varlığında meydana gelen artışı ilgili ifadeyi işaretleyerek değerlendiriniz.

Not: Sizden beklenen kaynakların sizin için mevcut olup olmadığını değil, artışını değerlendirmenizdir. Örneğin, 6 ay önce mutlu bir evliliğiniz varsa ve bu hala bu şekilde devam ediyorsa, "Uygun değil" işaretlenmelidir.

1=Uygun Değil/Artış Yok

2=Az Derecede

3=Orta Derecede

4=Hatırı Sayılır Ölçüde

5=Büyük Ölçüde

- Başarılı olduğum hissi
- Başkaları için değerli olma hissi
- Kendimle gurur duyma hissi
- İş için zaman
- İş için gerekli aletler (araçlar/ekipmanlar)
- Tahammül edebilme/dayanıklılık
- Gelecekteki başarımın kendi ellerimde olduğu hissi
- İşte statü/kıdem
- Hayatımın üzerinde kontrolümün olduğu hissi
- Liderlik rolü
- İyi iletişim yeteneği
- Başarılarımın kabul görmesi
- Görevleri organize edebilme yeteneği
- Öz-disiplinim
- İşverenimden/patronumdan anlayış görmek
- İşleri halledebilmek için motivasyonum

- Çalışma arkadaşlarımdan destek
- Yeterli gelirimın olması
- Eğitimde ya da mesleki eğitimde ilerleme
- Finansal istikrarımın olması
- Bir şeyler öğrenebileceğim insanların varlığı
- İşte görevlerimle ilgili yardım
- Emeklilik güvencem (mali)
- ilerleme ya da kendimi geliştirmek için paramın olması (eğitim, iş kurmak vs.)
- Yeterli uyku için zamanımın olması
- Ulaşım için paramın olması (işe ulaşımın sağlanması)
- Kişisel sağlığım
- İşimle ilgili kararları verebilme (otonomi)
- Çalışma saatlerimde esneklik
- Olumlu anlamda kamçılıyıcı bir iş rutinine sahip olmak
- Düzenli bir işimin olması
- Huzurlu bir iş ortamına sahip olmak
- Yöneticimden anlayış görmek
- İşimle ilgili bağımsız olabilme
- Evdeki görevlerle ilgili yardım

H. PSYCHOLOGICAL WELL-BEING SCALE

	Kesinlikle katılmıyorum "1"	katılmıyorum "2"	Pek katılmıyorum "3"	Kararsızım "4"	Biraz katılıyorum "5"	katılıyorum "6"	Tamamen katılıyorum "7"
1. Bir amaca yönelik, anlamlı bir yaşam sürdürüyorum.	1	2	3	4	5	6	7
2. Sosyal ilişkilerim, amaçlarımı destekleyici nitelikte ve tatmin edicidir.	1	2	3	4	5	6	7
3. Günlük aktivitelerime bağlı ve ilgiliyim.	1	2	3	4	5	6	7
4. Başkalarının mutlu ve iyi olmasına aktif olarak katkıda bulunurum.	1	2	3	4	5	6	7
5. Benim için önemli olan etkinliklerde yetenekli ve yeterliyim.	1	2	3	4	5	6	7
6. Ben iyi bir insanım ve iyi bir hayat yaşıyorum.	1	2	3	4	5	6	7
7. Geleceğim hakkında iyimserim.	1	2	3	4	5	6	7
8. İnsanlar bana saygı duyar.	1	2	3	4	5	6	7

I. FLOURISHING AT WORK SCALE-SHORT FORM

Aşağıdaki verilen maddeleri işinizdeki son bir ayınızı düşünerek değerlendiriniz.

1=Hiçbir Zaman

2=Çok Nadir

3=Nadir

4=Ara Sıra

5=Sık Sık

6=Her Zaman

İşinizdeki son bir ayı düşündüğünüzde ne sıklıkta..

- mutlu hissettiniz?
- kendinizi minnetkar hissettiniz?
- işiniz size tatmin etti?
- düşünce ve fikirlerinizi kendinizden emin bir şekilde ifade ettiniz?
- işinizin sorumluluklarını yönetirken iyi hissettiniz?
- diğer insanlarla alakadar (yakın/bağlantılı) hissettiniz?
- yaptığımız iş gerçekten anlamlı olduğunu hissettiniz?
- yaptığımız iş daha büyük bir amaca hizmet ettiğini hissettiniz?
- işinize odaklandınız?
- işinizi iyi yaptığınızda ne sıklıkta heyecanlandınız?
- çalışırken enerjik hissettiniz?
- kendinizi bir şeyler öğrenirken buldunuz?
- çalıştığımız kuruma (işyerine-firmaya) katkıda bulunduğunuzu hissettiniz?
- çalıştığımız kuruma gerçekten ait olduğunuzu hissettiniz?
- çalıştığımız kurumun sizin gibi kişiler için giderek daha uygun bir iş yerine dönüştüğünü hissettiniz?
- kurumunuzdaki kişilerin iyi insanlar olduğunu hissettiniz?
- kurumunuzun işleyiş şeklinin size anlamlı geldiğini hissettiniz?

J. DEMOGRAPHIC INFORMATION FORM

1. Cinsiyetiniz
 - a. Kadın
 - b. Erkek
 - c. Belirtmek istemiyorum
2. Yaşınız
3. Medeni Durumunuz
 - a. Evli/Uzun Süreli İlişkiye Sahip
 - b. Bekar
4. En son mezun olduğunuz eğitim kademesi
 - a. İlkokul
 - b. Ortaokul
 - c. Lise
 - d. Üniversite
 - e. Yüksek Lisans
 - f. Doktora/Doktora Sonrası
5. Mesleğiniz
6. Ünvanınız
7. Bağlı çalıştığınız birim (teknik/satış/idari gibi genel bir şekilde ifade edebilirsiniz)
8. Çalıştığınız kurumda ne kadar süredir çalışıyorsunuz (ör: 1 yıl 6 ay)
9. Kaç yıldır çalışıyorsunuz?
10. Sektör Bilgisi
 - a. Kamu
 - b. Özel
 - c. Diğer
11. Yaptığınız işi bir cümleyle anlatınız
12. Covid sürecini kiminle geçiriyorsunuz?
 - a. Ailemle
 - b. Arkadaşlarımla
 - c. Yalnız

13. Ailenizde veya çevrenizde Covid-19 tanısı almış birey bulunmakta mı?
- Evet
 - Hayır
14. Covid-19 sürecinde çalışmaya devam ediyor musunuz?
- Evet
 - Hayır
 - Uzaktan çalışma düzenine geçtim (Uzaktan çalışıyorsanız bunun miktarını belirtiniz-örneğin, haftada 3 gün)
15. Pandemi sürecinde pandemiyle ilgili endişe seviyeniz ne düzeydedir?
- Hiç endişelenmedim
 - Biraz endişelendim
 - Orta düzeyde endişelendim
 - Çok endişelendim
 - Aşırı derecede endişelendim
16. İş yerinizden Covid kapma konusunda endişeli misiniz?
- Endişeli değilim
 - Biraz endişeliyim
 - Orta derecede endişeliyim
 - Çok endişeliyim
 - Pandemi süresince iş yerime gitmedim
17. Çalışırken koruyucu maske ve mesafeyle ilgili kurallara ne kadar sıklıkta dikkat ediyorsunuz?
- Hiç
 - Nadir
 - Ara Ara
 - Çoğunlukla
 - Her Zaman
18. Yukarıdaki tüm sorulara verdiğiniz yanıtlar sizi ne ölçüde yansıtmaktadır? (4 ile 10 arasında değerlendiriniz)

K. DEBRIEFING FORM

KATILIM SONRASI BİLGİ FORMU

Bu araştırma daha önce de belirtildiği gibi, ODTÜ Psikoloji Bölümü Yüksek lisans öğrencisi Fatma Sinem Fakılar tarafından Prof. Dr. Reyhan Bilgiç danışmanlığındaki yüksek lisans tezi kapsamında yürütülen bir çalışmadır. Çalışmanın amacı iş hayatında çalışan ve işle ilgili olan iş güvencesizliği, iş-yaşam dengesizliği, iş yeri nezaketsizliği faktörlerinin kaynak yeterliliği ve psikolojik sermaye mekanizmasıyla çalışan psikolojik ve iş yeri iyi oluşlarına etkisinin incelenmesidir.

Yapılacak çalışma ışığında alan yazınıyla paralel olarak bahsedilen işle ilgili faktörlerin (iş güvencesizliği, iş-yaşam dengesizliği, iş yeri nezaketsizliği) çalışanların psikolojik ve iş yeri iyi-oluşlarını negatif yönde etkileyeceği beklenmektedir. Ayrıca kişilerin psikolojik sermayeye sahip olmalarının ya da yeterli iş-ilişki kaynağa sahip olmalarının ya da kaynaklarının azalmasının beklenen ilişkilerde düzenleyici ve aracı değişken olarak görev yapacağı düşünülmektedir, yani bu mekanizmaların çalışan iyi-oluşunu korumada koruyucu mekanizmalar olabilmektedirler.

Bu çalışmadan alınacak ilk verilerin Ekim 2020 sonunda elde edilmesi amaçlanmaktadır. Elde edilen bilgiler sadece bilimsel araştırma ve yazılarda kullanılacaktır. Çalışmanın sağlıklı ilerleyebilmesi ve bulguların güvenilir olması için çalışmaya katılacağını bildiğiniz diğer kişilerle çalışma ile ilgili detaylı bilgi paylaşımında bulunmamanızı dileriz. Bu araştırmaya katıldığınız için tekrar çok teşekkür ederiz.

Araştırmanın sonuçlarını öğrenmek ya da daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz.

Fatma Sinem Fakılar (E-posta: sinem.fakilar@metu.edu.tr)

Prof. Dr. Reyhan Bilgiç (E-posta: rey@metu.edu.tr)

Çalıřmaya katkıda bulunan bir gönüllü olarak katılımcı haklarınızla ilgili veya etik ilkelerle ilgi soru veya görüşlerinizi ODTÜ Uygulamalı Etik Arařtırma Merkezi'ne iletebilirsiniz.

e-posta: ueam@metu.edu.tr

L. TURKISH SUMMARY / TÜRKE ÖZET

Giriş

İyi oluş, Endüstri/Örgüt psikolojisi alanında en çok incelenen konulardan biri olmuştur. Çalışanların büyük çoğunluğu günlerinin önemli bir kısmını iş yerinde geçirdiği için, iş yerinde olanların çalışanların işte ve işle ilgili ne hissettiğini etkilemesi şaşırtıcı değildir. Globalleşen dünya ve nihayetinde ilerleyen teknoloji, çalışanların işleriyle ilgili büyük ölçüde gelişmeler tecrübe etmelerini sağlamıştır. Üstelik pandemi süreci de dünyaya çalışan refahını etkileyen, daha az hiyerarşik yapılar ve esnek çalışma saatleri gibi, yeni çalışma alışkanlıkları kazandırmıştır. Yeni çalışma düzeni, çalışanlardan daha çok şey talep etmekte olup organizasyonlar bu yeni düzene ayak uydurmalıdırlar. Diğer taraftan ise, çalışanlar bu yeni düzenle başa çıkabilmek için kaynak havuzlarını genişletmek ve iyi oluşlarını korumak zorundadırlar.

Çalışan iyi oluşunu etkileyen çok sayıda potansiyel faktör bulunmaktadır. Çalışan iyi oluşunun organizasyonel seviyede çıktılara da etkisi kanıtlandığı için işverenlerin çalışan iyi oluşuna yatırım yapmaları önem arz etmektedir. Araştırmalar çalışan iyi oluşunun örgütsel sağlıkla (Quick ve Henderson, 2016; Xenidis ve Thcocharous, 2014; Cotton ve Hart, 2003), örgütsel performansla (Ipsen ve Bergmann, 2021) ve çalışan devir oranıyla (Griffeth ve diğerleri, 2000) ilişkisini ortaya koymuştur. Bu yüzden iyi oluşu artırabilmek için, öncelikle iyi oluşa nelerin etki ettiğini incelemek önemlidir.

Bu çalışmanın amacı, iş güvencesi, iş-yaşam dengesi ve iş yeri nezaketinin çalışan iyi oluşuna etkisini incelemektir. İş güvencesi, iş-yaşam dengesi ve iş yeri nezaketi çalışmada kaynak olarak ele alınmış olup, çalışanın bu kaynaklara sahip olmasının daha ileri kaynak kazanımına, daha ileri kaynak kazanımının da psikolojik iyi oluş üzerinden çalışan iyi oluşuna etki edeceği hipotez edilmiştir. Aynı zamanda kişisel bir kaynak olarak ele alınan psikolojik sermayenin, kaynak kazanımı ve psikolojik iyi oluş arasında bir düzenleyici değişken rolü oynayacağı önerilmiş olup çalışma, “kaynakların korunumu (Hobfoll, 1989)” modeli üzerine kurulmuştur.

Teorik Temeller ve Hipotez Geliştirme

Çalışan iyi oluşu, çalışanın başarılı, mutlu ve kendi kendini motive edebilmesiyle tanımlanmıştır (Bono ve diğerleri, 2011). Geçmiş çalışmalar kişiliğin (Bono vd., 2011), davranışın (Bono ve Judge, 2003), iş karakteristiklerinin (Hackman & Oldham, 1980) ve hatta genetik faktörlerin (Arvey ve diğerleri, 1989) çalışan iyi oluşuna etki ettiğini göstermiştir (çalışan iyi oluşu, “flourishing at work” kavramı için kullanılmaktadır).

Çalışmalar, kişisel kaynakların da uzun süreli iyi oluşa etkisini göstermiştir. Ho ve Chan (2022), araştırmalarında psikolojik sermayenin çalışan iyi oluşunu etkilediğini bulmuşlardır.

İyi oluş, farklı araştırmacılar tarafından farklı şekillerde tanımlanmıştır (Ryan ve Deci, 2001; Ryff ve Keyes, 1995). Kavram, öncesinde sadece fiziksel bileşeni içerirken, şimdi duygusal, zihinsel ve sosyal bileşenleri de kapsamaktadır (De Simone, 2014). Başka bir tanımlamaya göre iyi oluş, pozitif ve negatif iyi oluş şeklinde birbirinden neredeyse bağımsız iki yapıdan oluşmakta olup (Karademas, 2007), pozitif yapı yaşam doyumu, olumlu ruh hali gibi yönleri kapsamaktadır. Negatif yapı ise olumsuz ruh hali ve sıkıntı gibi kavramlarla ilişkilendirilmiştir (Diener, 2000).

Danna ve Griffin (1999), iyi oluşu etkileyen üç ana faktör sunmuştur: iş ortamı (sağlık ve güvenlik riskleri gibi), kişilik özellikleri ve örgütsel stres. Örgütsel stresin bireysel ihtiyaçlar ve çevresel talepler arasındaki uyumsuzluk nedeniyle oluştuğu da vurgulanmıştır. Benzer şekilde Cooper ve Marshall (1978), iş güvencesizliğinin, iş ilişkilerinin ve iş-aile dengesizliğinin örgütsel strese neden olan etmenlerden olduğunu belirtmişlerdir. Rothman (2008) ise, işle ilgili iyi oluşu 4 faktörün etkilediğini öne sürmüştür. Bunlar örgütsel stres (iş talepleri ve kaynakların azlığı), iş tatmini, tükenmişlik ve işe bağlılıktır.

İyi oluşun tam bir tanımının olmamasıyla birlikte literatüre 2 görüş hakimdir. Bunlardan birisi öznel iyi oluş (Diener, 1984), diğeri ise psikolojik iyi oluş (Deci ve Ryan, 2006). Öznel iyi oluş, genel olarak mutluluk kavramına paralel kullanılmış olup, yüksek

seviyede olumlu ve düşük seviyede olumsuz duygulanım ile ilişkilidir. Psikolojik bakış açısında ise, iyi oluşun bir süreç olduğundan ve kişinin pozitif değerlendirmelerinden etkilendiğinden bahsedilmiştir.

Bu görüş temel alınarak, Ryff ve Singer (1998), psikolojik iyi oluşun altı bileşenini tartışmışlardır. Araştırmacılara göre, anlamlı bir yaşama sahip olmak, insan ilişkileri, olumlu benlik saygısı, kendinin farkında olma duygusu, kişisel gelişim ve uzmanlık psikolojik iyi oluşu oluşturmakta ve kişinin mutlu ve anlamlı bir hayat sürmesini sağlamaktadır.

Bunlardan farklı olarak, kişiler günlerinin büyük kısmını işte ya da iş ile ilgili görevleri yaparak geçirmektedirler. Bu durumda, işle ilgili faktörlerin çalışan iyi oluşunu yükseltmesi ya da düşürmesi beklenmektedir. Bu faktörlerden birisi de iş güvencesidir.

Günümüzde, teknolojideki ilerlemelerle değişen iş hayatında işler otomatize edilmekte ve makineler, insan emeğinin yerini almaya başlamaktadır. Ekonomideki büyük değişimler ve pandemi gibi özel durumlar da şirketlerin maliyetlerini kısma yolunu seçmesine ve çalışanların işlerini kaybetmesine neden olmaktadır.

Çalışmalar göstermektedir ki iş kaybı, psikolojik ve fizyolojik iyi oluşun azalmasıyla ilişkilidir (McKee-Ryan ve diğerleri, 2005). İş kaybının düşüncesinin bile iş performansını (Wright & Cropanzano, 2000) ve işe bağlılığı (Shuck ve diğerleri, 2014) etkilediği bulunmuştur.

İş güvencesizliği, bireyler işlerinin geleceğiyle ilgili belirsizlik hissettiklerinde ortaya çıkmaktadır (Wang ve diğerleri, 2015). İş güvencesizliği için, “işin devamlılığına karşı tehdit ve güçsüz hissetme”, “işle ilgili endişe hissetme” gibi ifadeler kullanılmıştır (Rosenblatt & Ruvio, 1996; Heaney ve diğerleri, 1994). İş güvencesizliği, endişe yaşıtan, negatife bir durum ise iş güvencesi, yani işin devamlılığı ve geleceği ile ilgili kaygı duymamak, da pozitif bir durum olabilir. Bu yüzden, iş güvencesine sahip olmak bu çalışmada bir kaynak olarak ele alınmıştır.

İş-yaşam dengesi de, çalışan iyi oluşuna etki edebilecek önemli faktörlerden biridir. İş yaşamı ve özel yaşam arasındaki çatışmalar bir diğer stres yaratan durumlardandır.

Çalışma yaşamının şekli değiştikçe, iş ve özel hayat arasındaki çizgi bulanıklaşmaktadır. Yang ve diğerleri (2018) yaptıkları çalışmayla iş ve yaşam arasında denge kurmanın mental ve fiziksel sağlığı geliştirmekle kalmayıp çalışanların iş tatminlerine, yaşam kalitelerine ve psikososyal iyi oluşlarına da etkisinin olduğunu göstermişlerdir. Buradan yola çıkarak, iş-yaşam dengesi bu çalışmada ileri kaynak kazanımını etkileyen bir diğer kaynak olarak ele alınmıştır.

Üçüncü faktör ise işyeri nezaketidir. Çalışanlar için nasıl bir ortamda çalıştıkları önem arz etmektedir. Çalışanlar kendilerine ya da diğerlerine karşı kibar olmayan şekillerde davranıldığına tanık olduklarında, bu onların işe yerine karşı olan tutum ve işle ilgili algılarını etkileyebilir.

Lim ve diğerleri (2008), nezaketsiz davranışlarla ilgili tecrübelerin zihinsel sağlığı olumsuz yönde etkilediğini bulmuştur. Aynı zamanda nezaketsiz davranışlara tanık olmak, artan işi bırakma davranışıyla ilişkilidir (Giumetti ve diğerleri., 2012; Miner-Rubino & Reed, 2010). Lim ve Lee (2011) ise işyeri nezaketsizliğinin depresyon gibi psikolojik sağlık sorunlarıyla ilişkili olduğunu bulmuşlardır. İşyeri nezaketsizliği olumsuz durumlara neden olabiliyorken, çalışanların işyerlerinde nazik davranışlara tanık olmaları onların iyi oluşlarına olumlu etki yapacaktır.

Kaynakların Korunumu Modeli ve Düzenleyici Mekanizma

Bu çalışma, Hobfoll'un (1989) kaynakların korunumu modeli temel alınarak yapılmıştır. Modele göre, insanlar kişisel ve sosyal olarak değer verdikleri şeyleri elde etme ve sonrasında da koruma ihtiyacı içindedirler. Teorinin temel varsayımına göre, insanlar kendileri için en önemli kaynakları kaybetme ihtimaliyle karşı karşıya kaldıklarında, bunları kaybettiklerinde ya da başlangıçta bunları hiç elde edemediklerinde stres yaşarlar. Aynı zamanda, başlangıçta önemli kaynaklara sahip kişiler, sonrasında daha fazla kaynak kazanabilmek için diğerlerinden daha avantajlı konumdadırlar. Benzer şekilde, araştırmalar göstermiştir ki kaynaklar birbirleriyle ilişkili konumdadır ve eğer birisi bir kaynağa yüksek seviyede sahipse, diğer kaynaklara da yüksek seviyede sahip olması olasıdır (Cozzarelli, 1993). Buradan yola çıkarak, kaynak kazanımı bu çalışmada bir aracı değişken olarak ele alınmış ve önceden sahip olunan kaynak rezervuarı ve çalışan iyi oluşu arasında bir köprü görevi göreceği varsayılmıştır.

Son olarak, psikolojik sermaye bu çalışmada düzenleyici değişkendir. Luthans ve diğerleri (2004) psikolojik sermayeyi 4 kavramla ilişkilendirmiştir. Bunlar: öz yeterlilik, umut, dayanıklılık ve iyimserliktir. Araştırmalar, bu dört kavramın da iyi oluş ile ilişkili olduğunu göstermiştir (Keyes, 2007; Snyder ve diğerleri, 2006; Carver ve diğerleri., 2005; ve Meier ve diğerleri, 2008). Bundan dolayı, psikolojik sermaye bu çalışmada kaynak kazanımı ve psikolojik iyi oluş arasındaki ilişkiyi güçlendiren düzenleyici bir değişken olarak ele alınmıştır.

Çalışmanın hipotezleri aşağıdaki gibidir:

Hipotez 1a: İş güvencesi, bir kaynak olarak, ileri kaynak kazanımı ile ilişkilidir.

Hipotez 1b: İş-yaşam dengesi, bir kaynak olarak, ileri kaynak kazanımı ile ilişkilidir.

Hipotez 1c: İşyeri nezaketi, bir kaynak olarak, ileri kaynak kazanımı ile ilişkilidir.

Hipotez 2: Kaynak kazanımı, çalışanların psikolojik iyi oluşuyla pozitif bir ilişkiye sahiptir.

Hipotez 3: Psikolojik iyi oluş, çalışan iyi oluşu (flourishing) ile pozitif bir ilişkiye sahiptir.

Hipotez 4: Psikolojik iyi oluş, kaynak kazanımı ve çalışan iyi oluşu arasında bir aracı değişken görevi görecektir. Öyle ki, bir çalışanın kaynak kazanımı ölçek puanları yüksekse, psikolojik iyi oluşun varlığında çalışan iyi oluş puanları da yükselecektir.

Hipotez 5: Psikolojik sermaye, kaynak kazanımı ve çalışan işyeri iyi oluşu arasında düzenleyici değişken görevi görecektir.

Hipotez 6a: İş güvencesi, ardışık bir model üzerinde önce kaynak kazanımı ile, sonrasında sırasıyla psikolojik iyi oluş ve çalışan işyeri iyi oluşu ile ilişkili olacaktır.

Hipotez 6b: İş-yaşam dengesi, ardışık bir model üzerinde önce kaynak kazanımı ile, sonrasında sırasıyla psikolojik iyi oluş ve çalışan işyeri iyi oluşu ile ilişkili olacaktır.

Hipotez 6c: İşyeri nezaketi, ardışık bir model üzerinde önce kaynak kazanımı ile, sonrasında sırasıyla psikolojik iyi oluş ve çalışan işyeri iyi oluşu ile ilişkili olacaktır.

Yöntem

Katılımcılar ve Veri Toplama

Çalışmada öncelikle G*Power kullanılarak gerekli örneklem büyüklüğü hesaplanmıştır (74 kişi).

Başlangıç aşamasında ölçekler 72 çalışan tarafından doldurulmuş ve onların yanıtları pilot çalışma olarak baz alınmıştır. Anlamlı sonuçlar elde edilince veri toplamaya devam edilmiştir. Son aşamada 327 katılımcı ölçeği doldürmüş olup bunların 161 tanesi ölçeği tamamlamıştır.

Tüm prosedür Qualtrics üzerinde gerçekleşmiştir. Ölçekler anonim link üzerinden dağıtılmıştır. Katılımcılar öncelikle bir bilgilendirilmiş onam formu görmüşler, sonrasında sırasıyla iş güvencesi, iş-yaşam dengesi, iş yeri nezaketi, psikolojik sermaye, kaynak kazanımı, psikolojik iyi oluş ve çalışan işyeri iyi oluş ölçekleriyle karşılaşmışlardır. Demografik soruları tamamladıktan sonra katılım sonrası bilgilendirme formu ile bilgilendirilmişlerdir.

Ölçüm Araçları

İş Güvencesizliği Ölçeği. Çalışmada Ashford, Lee ve Bobko'nun (1989) Aslan tarafından (2011) Türkçe'ye çevrilen ölçeği kullanılmıştır. Ölçek 13 maddeden oluşmakta ve beşli Likert üzerinde değerlendirilmektedir (Bkz. Ek C). Türkçe formunun iç tutarlılık oranı .88 olarak hesaplanmıştır.

İş-Yaşam Dengesi Ölçeği. Çalışmada Apaydın'ın (2011) doktora tezi için geliştirdiği iş-yaşam doyumu ölçeği kullanılmıştır. Ölçek 4 boyuttan oluşmaktadır ve 20 maddedir. Boyutların iç tutarlılığı .77 ve .88 arasında değişmekte olup ölçeğin toplam iç tutarlılığı .91'dir. Ölçek beşli Likert üzerinde değerlendirilmektedir. Ölçek için Ek D'ye bakınız.

Algılanan İşyeri Nezaketsizliği Ölçeği. Ölçek, Corina ve arkadaşlarının 2013 senesinde geliştirdiği ölçeğin Türkçe versiyonu olup uyarlama çalışması Erdaş tarafından yapılmıştır (2016). 12 maddelik ölçek, beşli Likert üzerinde değerlendirilmektedir. Orijinal çalışmanın iç tutarlılığı .92 olarak raporlanmıştır. Ölçeği Ek E'de bulabilirsiniz.

Psikolojik Sermaye Ölçeği. Luthans ve arkadaşlarının 2007 yılında geliştirdiği ölçeğin Türkçe'ye adaptasyon çalışmalarını Çetin ve Basım (2012) gerçekleştirmiştir. Ölçek 21 maddeden oluşmakta ve sorular altılı Likert üzerinde değerlendirilmektedir. Adaptasyon çalışmasında ölçeğin iç tutarlılığı .91 olarak raporlanmıştır (Bkz. Ek F).

Kaynak Kazanımı Ölçeği. Katılımcıların kaynak kazanımını ölçmek için Hobfoll ve diğerleri (1992) tarafından oluşturulan 74 maddelik kaynak havuzu üzerinden işle ilgili maddeler seçilerek yeni bir form oluşturulmuştur.

Seçilen maddeler iki Endüstri/Örgüt Psikolojisi (EÖ) uzmanı ile Türkçe'ye çevrilmiş, 33 işle ilgili madde işe uygunlukları açısından 13 kişi tarafından oylanmıştır. Bunların dokuzu ölçeği aynı zamanda çevirinin uygunluğu açısından da değerlendirmişlerdir. Sonrasında 2 uzmanın görüşü baz alınarak 36 maddelik bir havuz oluşturulmuştur. Ölçek Ek G'de görülebilir.

Psikolojik İyi Oluş Ölçeği. Çalışmada Diener ve arkadaşlarının (2009) geliştirdiği ve 2013 yılında Telef tarafından Türkçe'ye çevrilen psikolojik iyi oluş ölçeği kullanılmıştır. Ölçek 8 soruluk yedili Likert tarzı sorudan oluşmaktadır. Telef, ölçeğin iç tutarlılığını .80 olarak raporlamıştır. Ölçeği Ek H'de bulabilirsiniz.

Çalışan İşyeri İyi Oluş Ölçeği. Çalışanların işyeri iyi oluşlarını ölçmek için Rautenbach'ın 2015 senesinde geliştirdiği ölçeğin kısa formu kullanılmıştır. Ölçek 17 maddeden oluşmakta olup altılı Likert üzerinde değerlendirilmektedir. Ölçeğin üç alt boyutu vardır: duygusal, psikolojik ve sosyal. Boyutların iç tutarlılıkları .82 ve .90 arasındadır.

Çalışma kapsamında ölçeğin Türkçe çevirisi de yapılmıştır. Öncelikle orijinal ölçek 3 EÖ öğrencisi tarafından Türkçe'ye çevrilmiş, sonrasında bu 3 çeviri başka 2 öğrenci tarafından uygunluklarına göre 10'lu ölçek üzerinde değerlendirilmiştir. Üç ölçeğin ortalaması ayrı ayrı alınmış ve en yüksek ortalamaya sahip ölçek seçilmiştir. Sonrasında anadili Türkçe olan 5 katılımcı final formu uygunluğu açısından altılı ölçek üzerinde değerlendirmiştir. Ölçeği Ek I'da görebilirsiniz.

Sonuçlar

Pilot Çalışma Sonuçları

Yeni oluşturulan ölçeklerin diğer ölçeklerle ilişkisini ve iç tutarlılıklarını ölçmek için ilk 72 cevap pilot çalışma olarak ele alınmıştır. Sonuçlara göre (COR ve İş Güvencesizliği ile Psikolojik Sermaye ve İş Güvencesizliği dışındaki) tüm ölçekler birbirleriyle anlamlı şekilde ilişkilidir. Bu yüzden, veri toplamaya devam edilmiştir.

Ana Çalışmanın İstatistiksel Analizi

Bir önceki bölümde bahsedildiği gibi, 161 katılımcı ölçek analizleri ve hipotez testleri için baz alınmıştır. Demografik bilgiler için 152 katılımcının cevapları dikkate alınmıştır. Verdikleri yanıtlara göre 152 katılımcının 81'i (%50,3) kadın, 68'i (%42,2) erkekti. 3 kişi (7.5%) cinsiyetini belirtmek istememiştir. 152 katılımcının %39.1'i 18-30 yaş arasındadır (30 dahil). %36'sı 30-40 yaş arası, %19.3'ü 40-68 yaş arasındadır. 106'sı evli veya uzun süreli bir ilişkiye sahipken (%65.8) ve 46'sı (%28.6) bekadır. Eğitim durumu incelendiğinde 11 çalışan (%6,8) lise mezunudur. 93 çalışanın (%57,8) lisans derecesi vardı. 152 kişiden 42'si (%26,1) yüksek lisans derecesine sahiptir ve 152 kişiden 6'sı (%3,7) doktora veya doktora sonrası çalışmalarını tamamlamıştır.

Güvenirlilik analizi sonuçlarına göre ölçeklerin iç tutarlılık katsayıları iş güvencesi, iş-yaşam dengesi, işyeri nezaketi, kaynak kazanımı, psikolojik sermaye, psikolojik iyi oluş ve işyeri iyi oluşu için sırasıyla .70, .87, .93, .98, .93, .86, ve .93'tür.

Korelasyon analizinin sonuçları, toplam iş güvencesi puanlarının iş-yaşam dengesi puanları ($r=.26, p<.01$), işyeri nezaket(sizliği) puanları ($r=.19, p<.05$) ve işyeri iyi oluş ölçeği puanları ($r=.17, p<.05$) ile anlamlı düzeyde ilişkili olduğunu göstermiştir. İş-yaşam dengesi ölçeği tüm ölçeklerle anlamlı ilişkilere sahiptir: işyeri nezaketi ($r=.32, p<.01$), kaynak kazanımı ($r=.24, p<.01$), psikolojik sermaye ($r=.49, p<.01$), psikolojik iyi oluş ($r=.54, p<.01$) ve çalışan işyeri iyi oluşu ($r=.51, p<.01$). İşyeri nezaket ölçeği de psikolojik sermaye ($r=.27, p<.01$), psikolojik iyi oluş ($r=.24, p<.01$) ve çalışan işyeri iyi oluşu ($r=.40, p<.01$) ile anlamlı düzeyde ilişkilidir. Kaynak kazanımı ayrıca psikolojik sermaye ($r=.36, p<.01$), psikolojik iyi oluş ($r=.47, p<.01$) ve işyeri iyi oluşu ($r=.52, p<.01$) ile de anlamlı bir ilişkiye sahiptir. Psikolojik sermaye, psikolojik iyi oluş ($r=.64, p<.01$) ve işyeri iyi oluşu ($r=.51, p<.01$) ile anlamlı bir ilişkiye sahiptir. Son olarak,

psikolojik iyi oluş ve işyeri iyi oluşu birbirleriyle anlamlı düzeyde ilişkilidir ($r=.54$, $p<.01$).

Hipotezlerin Test Edilmesi

İlk hipotezin testi için çoklu doğrusal regresyon analizi kullanılmıştır. Analiz sonuçlarına göre sadece iş-yaşam dengesinin ($\beta =.214$, $p<.05$) kaynak kazanımını anlamlı şekilde yordadığı bulunmuştur. Hipotez 1b doğrulanırken, 1a (iş güvencesizliği-kaynak kazanımı ilişkisi) ve 1c (işyeri nezaketi-kaynak kazanımı ilişkisi) destek bulamamıştır.

Hipotez 2 ve 3 korelasyon analizi ile test edilmiştir. Önerildiği gibi, kaynak kazanımı ve psikolojik iyi oluş arasında (Hipotez 2) ($r=.47$, $p<.01$) ve, psikolojik iyi oluş ile işyeri iyi oluşu (Hipotez 3) ($r=.54$, $p<.01$) arasında anlamlı ilişki bulunmuş olup, Hipotez 2 ve 3 desteklenmiştir.

Hipotez 4'te psikolojik iyi oluşun kaynak kazanımı ve işyeri iyi oluşu arasında aracı değişken görevi göreceği öne sürülmüştür. Model SPSS üzerinde Process Macro'nun dördüncü modeliyle test edilmiştir. Analizdeki tüm yollar anlamlıdır. Kaynak kazanımı psikolojik iyi oluşu ($b= .485$, $SE=.072$, $p=.000$, 95% CI [.343, .626]), psikolojik iyi oluş işyeri iyi oluşunu ($b= .339$, $SE=.063$, $p=.000$, 95% CI [.215, .462]) pozitif ve anlamlı şekilde yordamıştır. Analizin doğrudan etkisi anlamlı bulunurken ($b= .304$, $SE=.064$, $p=.000$, 95% CI [.177, .431]), dolaylı etki güven aralıklarında "0" içermemektedir. Psikolojik iyi-oluş modele eklendiğinde bile, kaynak kazanımı ve iş yeri iyi oluşu arasındaki ilişki anlamlıdır ve kısmi arabulucu etkisine işaret etmektedir. Dolayısıyla Hipotez 4 de doğrulanmıştır. Hipotez 5 ise, bu ilişkide psikolojik sermayenin düzenleyici rolünü incelemiştir. Düşünülenin aksine, analiz indeksi %95 güven aralığında "0" bulundurduğu için hipotez doğrulanamamıştır.

Hipotez 6 ise iş faktörlerinin (iş güvencesi, iş-yaşam dengesi ve işyeri nezaketi) işyeri iyi oluşu üzerindeki etkisini ardışık bir modelde incelemiştir.

Sonuçlara göre, sadece iş-yaşam dengesinin yordadığı model anlamlıdır ($b= .432$, $SE=.097$, $p<.000$, 95%CI= [.239, .624]). İş güvencesi ve işyeri nezaketinin yordadığı

modellerin dolaylı etkisi %95 güven aralığında “0” içermektedir. Hipotez 1b desteklenirken, 1a ve 1c destek bulamamıştır.

Önemli Bulgular

Çalışmanın ilk hipotezi kaynak olarak kavramlaştırılan iş güvencesi, iş-yaşam dengesi ve işyeri nezaketinin ileri kaynak kazanımıyla ilişkisini incelemiştir. Sonuçlara göre üç değişken arasında sadece iş-yaşam dengesi kaynak kazanımıyla ilişkili bulunmuştur.

Belki de iş güvencesi, örneklem nedeniyle kavramsallaştırıldığı gibi önemli bir kaynak değildir. Katılımcıların çoğu kamu kurumlarında veya sabit bir işte çalışmaktadır. Ya işleriyle ilgili bir endişeleri yoktur ya da değişen çalışma ortamı nedeniyle “iş güvencesi” kavramı değişmiştir.

İşyeri nezaketsizliği ve kaynak tükenmesinin ilişkili olduğunu tespit eden araştırmalara rastlandığı için (Lan ve diğerleri, 2020), işyeri nezaketinin de kaynak kazancını tahmin etmesi beklenmiştir. İşyeri nezaketi, belki de yine örnek yüzünden, ileri kaynak kazanımı ile ilişkili değildir. Diğer bir açıklama ise, çalışmada işyeri nezaketsizliği ölçeğinin tersine kodlanarak kullanılmış olmasıyla ilgili olabilir. İşyeri nezaketsizliğinin düşük olması, her zaman için işyeri nezaketinin varlığına işaret etmeyebilir.

Kaynak kazancının psikolojik iyi oluşu öngöreceğini iddia eden Hipotez 2 desteklenmiştir. Daha önce tartışılan araştırmalar da göz önünde bulundurulunca bu beklenen bir sonuçtur (Wright ve Hobfoll, 2004; Hobfoll, Halbesleben, Neveu ve Westman, 2018).

İşyeri iyi oluş kavramının bir bileşeni psikolojik iyi oluş olarak öne sürüldüğü için (Rothmann, 2013) psikolojik iyi oluş ve işyeri iyi oluş arasındaki ilişki de beklenmektedir. Hipotez 4 ise ayrıca, psikolojik iyi oluş aracılığıyla iş ile ilgili kaynak kazanımı ve işyeri iyi oluş arasındaki ilişkiyi göstererek bunu desteklemiştir.

Hipotez 5'te model, psikolojik sermayenin bu aracılı modeli düzenleyeceğini ileri sürmüştür. Ancak, kaynak kazancı ile psikolojik sermaye arasındaki moderasyon indeksi

anlamli deęildir ve 95% gven aralıęı “0” iermektedir. Psikolojik sermayenin eşitli alıřmalarda kiřisel bir kaynak olarak ele alınması bu hipotezin ıkıř noktası olmuřtur (Grover ve dięerleri, 2018; Kerksieck ve dięerleri, 2019; ve Ho & Chan, 2022). Kaynak havuzumuzun yalnızca iřle ilgili kaynakları iermesi ve psikolojik sermayenin bireylerin yařamının daha genel ynlerini kapsaması hipotezin desteklenmemesinin nedenlerinden birisi olabilir.

Hipotez 6 ise iř faktrlerinin iřyeri iyi oluřuna etkisini ardıřık bir model zerinde incelemiřtir. Sonulara gre sadece iř-yařam dengesi, modeli anlamli bir řekilde yordamıř olup Hipotez 6b desteklenmiř, İř gvencesizlięi ve iřyeri nezaketinin iřyeri iyi oluřunu kaynak kazanımı ve psikolojik iyi oluř zerinden yordadıęını hipotez eden Hipotez 6a ve 6c destek bulamamıřtır. İř hayatının deęiřen doęasıyla (yani uzaktan alıřma/evden alıřma) iř-yařam dengesi her zamankinden daha nemli hale gelmiř olabilir. Bu arařtırmanın rneklemini, pandemi dneminde en ok evden alıřan ve muhtemelen iř ve aile yařamı arasındaki atıřmalardan etkilenen kiřiler oluřturmuřtur. Dengeli bir iř-yařam ortamına sahip olmak, alıřanları daha fazlası iin abalayan motive eden nemli bir kaynak gibi grnmektedir.

alıřmanın Gcl ve Zayıf Ynleri

Sonular, iki nemli ıkarım sunmuřtur. Birincisi, kaynakların bireylerin psikolojik iyi oluřlarında, dolayısıyla iřyeri iyi oluřlarında nemli rol oynadıęıdır. İkincisi ise iř-yařam dengesine sahip olmanın bir kaynak grevi grerek ileri kaynak kazanımını tetikledięi ve alıřan iyi oluřunda nemli bir yordayıcı olduęudur.

Bu kapsamda, iřverenlere ve insan kaynakları alıřanlarına nemli grevler dřmekte olup alıřanlarının kaynak havuzunu geniřletmeleri gerekmektedir. Bununla ilgili olarak alıřan geliřim ve eęitim programlarının dzenlenmesi hem alıřanın sahip olduęu kaynakları ve iyi oluřunu artıracak, hem de iyi oluř zerinden nemli rgtsel sonuları etkileyecektir. řirketler aynı zamanda alıřanlarının iřleri ve zel yařamları arasındaki izgiyi korumak istemesine saygı duymalı ve bunu desteklemelidirler.

Çalışmanın sınırlılıklarından birisi, örneklem genişliğidir. Model gelecekte daha geniş bir örneklem kullanılarak yapısal eşitlik modellemesi kullanarak da test edilmelidir.

Çalışmada kullanılan iş güvencesizliği ölçeğinin yeni versiyonuna da rastlanmıştır (Vander Elst ve diğerleri, 2014). Gelecek çalışmalar belki de başka yeni ölçeklerle iş güvencesi ölçebilir.

Çalışma kapsamında kaynak kazanımı ölçeği oluşturulmuş ve işyeri iyi oluşu ölçeği Türkçe'ye çevrilmiştir. Bu iki ölçek için de geçerlilik çalışması yapılmalıdır.

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