

PERCEIVED ORGANIZATIONAL SUPPORT AND HAPPINESS AT WORK: THE ROLE OF PSYCHOLOGICAL CAPITAL

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ABSTRACT

Building on the tenets of social exchange theory and conservation of resources theory this study investigates the mediating role of psychological capital between organizational support and happiness at work. Data were collected from 207 white-collar workers of multiple organizations in Turkey. The findings indicate that perceived organizational support has moderate effect on happiness at work (work engagement, job satisfaction, affective commitment). Further, psychological capital mediates the relationship between perceived organizational support and work engagement. As a result, this study revealed that employees who perceive high levels of organizational support are more likely to generate positive psychological resources, which should lead to better work engagement. The findings of this study extend the social exchange theory and conservations of resource theory.

Keywords: *Perceived Organizational Support, Psychological Capital, Happiness at Work, Social Exchange Theory, Conservation of Resources Theory*

Jel Classification: L29, M19, M54

1. INTRODUCTION

One of the most well-known concepts in workplace behavior is social exchange theory (SET) (Cropanzano & Mitchell, 2005), which states that interactions between two parties must entail reciprocal dependency (Blau, 1964). Individual interactions, according to SET, are frequently regarded as contingent and interdependent on the behaviors of others, and that interdependent transactions can result in excellent relationships (Alnaimi & Rjoub, 2021: 509). Consistent with SET, a social exchange process begins with perceived organizational support (POS), in which employees feel obligated to assist the organization in achieving its goals and expect that their efforts to advance the organization's interests will be reciprocated with greater rewards, forming a reciprocity norm (Luo, 2020: 810).

Researchers have started to investigate POS in interpersonal relationships with organizations, seeing it as an important component in subordinate-superior relationships and using SET as a foundation (Eisenberger & Stinglhamber, 2011). The relationship between POS and work characteristics including affective commitment (AC), job satisfaction (JS), organizational citizenship behavior, intent to remain,

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task performance and job performance has been studied in the previous literature (Moorman, Blakely, & Niehoff, 1998; Stamper & Johlke, 2003; Astuty & Udin, 2020). There have also been research in recent years that demonstrate work engagement (WE) has a positive correlation with POS (Dai & Qin, 2016; Stefanidis & Strogilos, 2021).

Happiness at work (HAW) is a three-dimensional concept that encompasses hedonism and eudaimonia, and even pleasure and activation. These three dimensions effectively convey both the hedonism and eudaimonia aspects of happiness (Salas-Vallina, Simone & Fernandez-Guerrero, 2020: 162). Furthermore, as indicated above, POS is the basis of all three dimensions. Despite the current surge in interest, and previous literature about JS-POS, WE-POS and AC-POS correlations, empirical research on POS-HAW relation is still missing. Especially, research about this relation focus only hedonic side or eudaemonic side of happiness (Novliadi & Anggraini, 2020; Altan & Turunç, 2021). Thus, it can be claimed that a critical research gap exists in management field due to a lack of attention to POS-HAW interaction from a theoretical viewpoint (like SET) and a lack of investigation of HAW with its dimensions.

Many research on social exchange and reciprocity norms indicate that employees feel bound to help their colleagues and employers (Gouldner, 1960). Supported individuals, on the other hand, see themselves as an important part of the company, are capable of achieving their objectives, have a strong feeling of ownership over their work, and are interested in activities that have a good impact on the business. In a similar line, previous research reveals that when employees experience greater degree of organizational support, they are more likely to be dedicated to their work obligations, be affectively connected to their organization, and be satisfied with their employment (Eisenberger, Huntington, Hutchison & Sowa, 1986).

According to COR theory; stress arises when (1) the individual's resources are threatened, (2) the resources of the individual are actually lost, or (3) the individual is unable to get adequate resources despite utilizing the resources. The COR theory is based on the principle that individuals strive to obtain, develop, not lose and protect the resources they value most (Hobfoll, Halbesleben, Neveu, & Westman, 2018: 104). The depletion of resources leads to tension and a deterioration of functioning. For this reason, individuals attempt to protect their resources and avoid resource losses (Hobfoll, 2011). PsyCap is regarded as an important personal resource within the COR theory framework (Kerksieck, Bauer & Brauchli, 2019: 2). Given that POS is a predecessor of PsyCap (Azim & Dora, 2016), it seems to have a resource-enhancing effect. Individuals with higher PsyCap levels are expected to be happier at work (Kawalya et. al., 2019). Because resources that are protected or enhanced herald the arrival of more resources.

The study of the antecedents of positive attitudes is a prominent issue nowadays, and this study tries to explore the professional factors that enhance employees' HAW. Particularly, this paper

concentrates on a positive organizational behavior, namely POS. Furthermore, the mediating effect of PsyCap in the relationship between POS and HAW are investigated. As aforementioned, the SET and COR theory supports the proposed theoretical approach and hypothesized model. Because these variables are highly correlated, it is interesting that to our knowledge just one study (Joo & Lee, 2017) has presented all three variables (POS, HAW, PsyCap) in a single model, indicating the need for more research. This research will lead to deeper understanding that looks at the role of PsyCap as a mediator between POS and HAW. Lastly, this empirical study, which is based on data obtained from white-collar employees in a non-Western context, extends the knowledge about HAW.

2. LITERATURE REVIEW

2.1. Perceived Organizational Support

The phenomenon of POS was introduced by Eisenberger and colleagues (1986) to describe the evolution of employee commitment to an organization. Employees create views of organizational support in response to their socio-emotional requirements and the organization's willingness to reward additional efforts made on its behalf, according to organizational support theory (OST) which is a SET application towards employer-employee relationship. Employees trade effort and loyalty to their company for concrete incentives like as more flexibility in life-work balance and advancement, as seen by OST, based on the reciprocity norm. These physical benefits serve as the foundation for their POS. Employees also exchange effort for socio-emotional rewards from their superiors such as respect, acceptance, and caring (Eisenberger & Stinglhamber, 2011)

The degree that the workers believe their organizations appreciate their efforts and concern about their well-being, and hence meet their socio-emotional needs, is referred to as POS (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001). POS is heavily reliant on workers' perceptions of the organization's intention behind its positive or negative treatment. In turn, POS triggers a social exchange process in which employees feel bound to assist the organization in achieving its aims, with the expectation that more efforts on behalf of the organization would result in bigger benefits (Kurtessis et al., 2017: 1855). Some of the positive outcomes that emerged at the end of this process includes PsyCap and HAW (Hempfling, 2015; Novliadi & Anggraini, 2020; Miao, Bozionelos, Zhou & Newman, 2021).

2.2. Psychological Capital

Individual motivational proclivities that accrue via positive psychological notions such as efficacy, resilience, hope, and optimism are referred to as PsyCap (Luthans, Avolio, Avey & Norman, 2007: 542). Self-efficacy is a term that entails self-assurance in one's capacity to complete specified activities (Cavus & Kapusuz, 2015). The capacity to adjust to threats or major challenges is referred to as resilience (Luthans et. al., 2007). Hope refers to an employee's belief in their own abilities to figure out how to get to their desired objectives and then encourage themselves to utilize those paths through

agency thinking (Snyder, 2002). Having a positive acknowledgment of achievement in the present and future has been characterized as optimism (Quy & Hai, 2020: 47). Luthans, Youssef, & Avolio (2015) demonstrate that these positive resources are state-like. As a result, they are simple to build and enhance through training programs, on-the-job activities, and very targeted and brief "micro-interventions". Finally, PsyCap, that is an important antecedent of HAW (Yang et. al., 2020; Zhang, Liu & Wei, 2021), is composed of the combination of these four psychological traits, is more than the total of the impacts of each of the structures stated as a whole (Keleş, 2011: 348).

2.3. Happiness at Work

Happiness, in general, refers to how people perceive and evaluate their entire lives. Given that most individuals spend a significant portion of their time at work, examining the importance that employment and the workplace play in one's happiness is critical (Bataineh, 2019: 101). Happiness is typically classified into two types: hedonic happiness and eudaimonic happiness (Salas-Vallina & Alegre, 2018). Hedonic happiness refers to a person's opinion and sentiments that he or she lives a pleasant and fulfilling life (Diener, Lucas & Scollon, 2012: 104). The eudemonic perspective, on the other hand, sees happiness as doing what is proper in order to have a meaningful life and following self-concordant aims, regardless of feelings (Warr, 2007). Happiness is defined as ones' general judgments of life, life satisfaction, and low levels of negative emotions based on these two categories.

HAW, according to Fisher (2010), is defined as having positive sentiments regarding the work itself, the job in general, and the organization as a whole. Salas-Vallina & Alegre (2018) developed the HAW scale, which is a versatile yet precise measure with three dimensions: WE, JS, and AC, based on Fisher's (2010) definition. Feelings of passion and excitement, objective judgments of job features, and a sense of belonging to the company are all part of these elements (Salas-Vallina et. al., 2020). Individuals who are engaged use their whole self to fulfill effective, complete work roles by channeling personal energy into physical, cognitive, and emotional labors (Rich, Lepine & Crawford, 2010: 619). JS refers to an employees' overall assessment of the quality of his/her work life (Moreau & Mageau, 2012: 272). Besides, identification with, involvement with, and sentimental connection to the organization are all examples of AC (Allen & Meyer, 1996: 253).

2.4. Perceived Organizational Support, Psychological Capital and Happiness at Work

Researchers found that WE (Murthy, 2017), AC (Astuty & Udin, 2020) and JS (Lubis & Nurhayati, 2020) were endorsed by POS. However, these three constructs that Fisher (2010) introduced them as HAW dimensions, when looking at the association between POS and HAW, was not conceptualized as HAW before. Moreover, in research examining the association between POS and HAW, HAW was rated as one-dimensional, subjective, or categorised through using the hedonic or eudaimonic happiness. Based on SET and the reciprocity norm a tremendous relationship between POS

and HAW may be expected. POS initiates a social exchange process in which employees feel obligated to assist the organization in achieving its objectives, due to increased benefits of themselves (Maan, Abid, Butt, Ashfaq & Ahmed, 2020: 3). Undoubtedly, one of these benefits can be stated as HAW, according to SET (Salas-Vallina, Alegre & Fernandez-Guerrero, 2018: 152). In their study, Altan & Turunç (2021) found a significant relationship between POS and HAW (both eidaimonic and hedonic side) in the sample of 412 employees working in a metropolitan municipality and its subsidiaries. As the results of a study of 95 employees, Novliadi & Anggraini (2020) reported that workers with high levels of POS are more prone to develop HAW. Aydın Küçük (2021) by studying 240 salesperson, found that POS significantly and positively predicted HAW. Finally, Hempfling (2015) reported that POS and subjective happiness had a positive and weak relationship. The hypothesis is as follows, based on previous research findings:

H₁: POS has a positive effect on HAW (WE, JS, and AC)

In the pertinent literature, PsyCap has just been identified as a construct capable of mediating the relationship between independent and dependent variables within the framework of SET and COR theory. For example, Yang & Chao (2016) found that PsyCap affected the relationship between psychological contract breach and organizational citizenship behavior. In addition, Wu & Lee (2017) reported that PsyCap partially mediated the relationship between empowering leadership and knowledge sharing. Liu & Xie (2020) confirmed that PsyCap partially mediates the relationship between high performance work system and turnover intention of new generation employees. Further, the high commitment work systems – WE has been proven to be altered by PsyCap (Sekhar, 2021). Finally, recent research revealed that supportive leadership predicted employees' physical, social, and psychological well-being via the effect of PsyCap (Rubbab et al., 2021). According to these findings, POS looks to have a promising future to effect a lot of work relationships such as POS and HAW. Indeed, according to Hobfoll (2011), either individuals have the resources to develop and grow is dependent on whether firms provide the required processes, practices, and opportunities. Based on this logic, contextual resources such as POS should promote the development of personal psychological resources in the form of PsyCap (Miao et. al., 2021: 450). Thus, new opportunities to grow or acquire resources including WE, JS and AC will become available (Yang et. al., 2020; Zhang et. al., 2021).

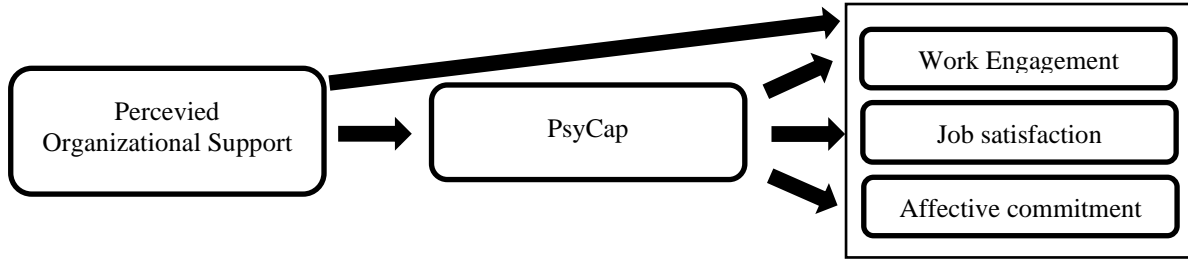
H₂: PsyCap mediates the relationship between POS and HAW

H_{2a}: PsyCap mediates the relationship between POS and WE.

H_{2b}: PsyCap mediates the relationship between POS and JS.

H_{2c}: PsyCap mediates the relationship between POS and AC.

Figure 1. Hypothetical Model



3. METHOD

3.1. Sample

This research is quantitative in nature. A survey approach and cross-sectional design was adopted for the measurement of hypothesized model. Convenience and snowball sampling was chosen to obtain study sample, by spreading a social media post (i.e. LinkedIn, WhatsApp) that included a link to the Google forms. This sampling method was used to obtain a representative sample from a wide range of occupations. A variety of techniques were utilized to get access, including the use of buddies, connections, and coworkers to aid data collecting. To eliminate bias in the measures, as POS, in particular, may be prone to social desirability, participants were not recruited from a specific organization (Boateng, 2014).

White-collar workers from the private and public sectors from all throughout Turkey constitute the research's population. The sample consists of 207 white-collar workers who have at least 1 year of work experience and agreed to participate voluntarily in the research. Because of their strong capacity to absorb theoretical concepts, white-collar workers were considered as applicants (Baykal, 2020: 281). Among all the white-collar workers 47,8% were males, and 52,2% were females. Total of 67 (32,4%) individuals were single, while 140 (67,6%) individuals were married. On average, they were 35,2 years old (s.d. 7,48) and had 7,01 years tenure in recent organization (s.d. 5,97). About the educational background of the participants, the majority of employees had graduated (107, 51,7%). Significant percentage of respondents work in the service (164, 79,2%) and public (134, 64,7%) sector. The number of respondents in the manufacturing sector, on the other hand, is 43 (20,8%), while the number in the private sector is 73 (%35,3).

3.2. Measures

The instrument was divided into two sections, one for demographic information about the participants and the other for research variables. The second section contains items about the POS scale (POS-S), the PsyCap scale (PC-S), and the HAW scale (HAW-S). All three measures were calculated with a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

POS-S is an 8-item scale developed by Eisenberger and colleagues (1986), originally consisting of 36 items, updated as a short form in 1997 (Eisenberger, Cummings, Armeli & Lynch, 1997). Akalın adopted it's short form into Turkish (2 items in the scale were asked with reverse code). The scale's Cronbachs' Alpha coefficient was ,87, indicating that it had a high degree of reliability.

The PC-S was first developed by Luthans and colleagues (2007) to consist of 24 items, and a short form was validated by Avey, Avloio & Luthans (2011). Oruç (2018) adapted the scales' short form into Turkish. The scale had four dimensions: efficacy, hope, resilience and optimism. As a result of confirmatory factor analysis (CFA) of the scale, Oruç (2018) discovered acceptable fit values, and the Cronbachs' Alpha internal consistency coefficient was determined to be ,93 as a scale reliability.

The validity and reliability of the Turkish version of Salas-Vallina & Alegre's (2018) HAW-S were investigated by Bilginoğlu & Yozgat (2018). They reported the psychometric properties of the scale. The scale's three-factor structure (WE, JS, and AC) explained 84.9 percent of the observed variance, with a Cronbach's alpha coefficient of ,89 in their study.

3.3. Common Method Bias

Participants were assured that their responses would stay anonymous since to reduce the risk of common method bias. Moreover, when all the items in three measures were loaded onto a single factor, the Harman's single factor displayed an estimated shared variance of 38.63 percent. As a result, common method variance has no substantial effect on this study's conclusions (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003).

3.4. Preliminary Analysis

The study data were reviewed in terms of missing values and normal distribution before being analyzed. There were no missing values in the research, according to the findings. The values for skewness and kurtosis, Pearson correlation coefficients, overall means and standard deviations of this study's variables are listed in Table 1.

Table 1. Descriptive Statistics, Correlation Coefficients and Skewness, Kurtosis Values

| Variables | Mean | SD | 1 | 2 | 3 | 4 | 5 |
|-----------|------|------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1 POS | 4,22 | 1,55 | (,92) ¹ | | | | |
| 2 PsyCap | 5,55 | 1,07 | 41* | (,93) ¹ | | | |
| 3 WE | 5,12 | 1,44 | 55* | 53* | (,83) ¹ | | |
| 4 JS | 3,64 | 1,84 | 51* | 30* | 44* | (,80) ¹ | |
| 5 AC | 4,21 | 1,96 | 62* | 41* | 66* | 57* | (,93) ¹ |
| Skewness | - | - | -,198 | -1,18 | -,684 | ,078 | -,235 |
| Kurtosis | - | - | -,706 | 1,98 | -,141 | -1,167 | -1,22 |

* $p < ,01$; ¹Cronbach's Alpha (α) Coefficient

The skewness and kurtosis values of the variables in Table 1 are all within the range of 1,96, which is required for a normal distribution (George & Mallery, 2019: 114). Furthermore, the relationships between POS, PsyCap, and HAW are positive and significant.

3.5. Validity and Reliability

A series of CFAs are used to confirm the factor structure. The fit values for the measurement models are shown below (Table 2).

Table 2. Findings Regarding Measurement Models

| Measurement Models | X ² /df | RMSEA | GFI | CFI | NFI | TLI |
|--------------------------------------|--------------------|-------|------|------|------|------|
| Threshold ¹ | <3 | <,08 | <,85 | <,85 | <,80 | <,85 |
| Eight factors ² | 2,839* | ,094 | ,75 | ,86 | ,80 | ,84 |
| Five factors ³ | 3,057* | ,100 | ,72 | ,84 | ,78 | ,82 |
| Five Factors (modified) ⁴ | 2,092* | ,073 | ,83 | ,94 | ,88 | ,93 |

¹(Simon et. al., 2010; Marsh, 2012) ²POS, efficacy, hope, resilience, optimism, WE, JS and AC; ³POS, PsyCap, WE, JS and AC; ⁴ Item 6, 7 from POS-S, item 9,12 from PC-S and item 4 from HAW-S removed (Hair, Black, Babin & Anderson, 2009); *p<,001

A CFA with the proposed eight-factor model showed better fit indices to the data than the five-factor model. However, although having higher values, the eight-factor model had issues with discriminant validity. As a result, PsyCap items has been combined as a single factor. This one-factor model was used in earlier studies (Cheung, Tang & Tang, 2011). In this vein, five-factor model was chosen. In this model, the factor loadings (p<,001) were greater than ,50 and it is adequate (Hair, Black, Babin & Anderson, 2009).

Table 3. Convergent Validities and Divergent Validities for the Scales

| Variables | CR | AVE | 1 | 2 | 3 | 4 | 5 |
|-----------|-------|-------|--------------|--------------|--------------|--------------|--------------|
| 1 POS | 0,922 | 0,668 | 0,817 | | | | |
| 2 JS | 0,815 | 0,691 | 0,631 | 0,831 | | | |
| 3 AC | 0,939 | 0,839 | 0,630 | 0,558 | 0,916 | | |
| 4 PsyCap | 0,936 | 0,596 | 0,386 | 0,304 | 0,415 | 0,772 | |
| 5 WE | 0,843 | 0,647 | 0,608 | 0,540 | 0,700 | 0,520 | 0,804 |

The average variance extracted (AVE) values are above ,50 and the composite reliabilities (CR) are greater than ,70. Correlations between variables are lower than square roots of AVE of exact variables (Table 3). The convergent validity and divergent validity of scales was demonstrated as a result of these findings (Fornell & Larcker, 1981). Besides, both CR and Cronbach's α of all the variables are above ,70 which is confirmed high reliability (Hair, Hult, Ringle ve Sarstedt, 2014).

3.6. Results

Hypotheses 2 was evaluated using the PROCESS macro (Hayes, 2018). A mediation model was investigated based on the hypothetical model (Figure 1). Hayes (2018) proposed Model 4 to investigate direct and indirect effects in order to understand the mediating role. The Bootstrap approach was performed to estimate the statistical significance of the indirect effect. In the regression analyses, gender, age, marital status, tenure and education levels, given their potential to influence worker's perception of HAW were controlled (Chaiprasit & Santidhirakul, 2011; Salas-Vallina, Pozo-Hidalgo, & Gil-Monte,

2020). Table 4 presents the results of hierarchical regression analyses before exploring PsyCap's indirect effect.

Table 4. Summary of Regression Analyses

| Variables | WE | | | JS | | | AC | | |
|---------------------|---------|----------|----------|-------|----------|----------|--------|-----------|-----------|
| | 1 | 2 | 3 | 1 | 2 | 3 | 1 | 2 | 3 |
| Gender | ,076 | ,105 | ,096 | -,133 | -,107 | -,110 | -,070 | -,038 | -,041 |
| Age | ,300*** | ,171* | ,062 | ,143 | ,027 | -,011 | ,287** | ,142 | ,093 |
| Marital Status | ,081 | ,089 | ,091 | ,076 | ,084 | ,084 | ,101 | ,110 | ,111 |
| Education | -,025 | -,073 | -,062 | ,137 | ,094 | ,098 | -,018 | -,072 | -,067 |
| Tenure | -,090 | ,006 | ,020 | -,035 | ,051 | ,056 | -,021 | ,087 | ,094 |
| POS | | ,544*** | ,414*** | | ,487*** | ,442*** | | ,609*** | ,551*** |
| PsyCap | | | ,359*** | | | ,125 | | | ,161** |
| F | 2,54* | 17,01*** | 21,91*** | 2,72* | 13,44*** | 12,13*** | 3,29** | 24,668*** | 22,783*** |
| R ² | ,059 | ,338 | ,435 | ,063 | ,287 | ,299 | ,076 | ,425 | ,445 |
| Adj. R ² | ,036 | ,318 | ,415 | ,040 | ,266 | ,274 | ,053 | ,408 | ,425 |
| ΔR ² | | ,282 | ,097 | | ,226 | ,08 | | ,355 | ,017 |

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

Only age predicted WE and AC in Step 1. After adjusting for gender, age, marital status, education, and tenure, POS seemed to be positively affected WE ($\beta = .544$; $p < .001$), JS ($\beta = .487$; $p < .001$), and AC ($\beta = .609$; $p < .001$). Therefore H₁ was supported. POS was accounting for 28,2; 22,6 and 35,5% of the variance, respectively. WE ($\beta = .359$; $p < .001$) and AC ($\beta = .161$; $p < .01$) was positively influenced by PsyCap in Step 3. PsyCap was also responsible with 9,7; 0,8 and 1,7 percent of the variance in WE, JS, and AC.

Table 5. Results of Mediation Analysis

| Dependent variables | Mediator | a | b | a x b (95% CI) |
|---------------------|----------|---------|---------|----------------------|
| WE | PsyCap | ,361*** | ,359*** | ,129 (.0640; ,2057) |
| JS | PsyCap | ,361*** | ,125 | ,045 (-,0026; ,0982) |
| AC | PsyCap | ,361*** | ,161** | ,058 (.0152; ,1125) |

* $p < .05$; ** $p < .01$; *** $p < .001$; Gender, marital status, education, age and tenure were controlled.

Table 5 presents the standardized indirect effects of POS on HAW, as mediated by PsyCap. For H_{2a}, the indirect effect of POS on WE via PsyCap is positive ($\beta = .129$; 95% CI [.0640; ,2057]). There is no significant indirect effect for POS and JS association ($\beta = .045$; 95% CI [-,0026; ,0982]). Furthermore, PsyCap has a positive indirect effect on the POS and AC relationship. ($\beta = .058$; 95% CI [.0152; ,1125]). PsyCap as a mediator has a VAF value of ,32 (WE as a dependent variable) and ,11 (AC as a dependent variable), according to the findings. These findings demonstrate that the PsyCap variable mediates just the POS and WE association, which may be classified as partial mediation because the VAF ranges from 20% to 80%. This indicates that H_{2a} is accepted, while H_{2b} and H_{2c} are not confirmed.

4. CONCLUSION

Despite a growing body of empirical evidence supporting the influence of POS in predicting HAW, little is revealed about the mechanism that underpins it. Based on the SET, this study used

empirical analysis to assess the influence of POS on white-collar worker's HAW, which contributes to the theoretical research on HAW. In addition, the mediator role of PsyCap is studied in this association, which has not been highlighted previously in the pertinent literature. The initial hypothesis (H₁) and the first of the second hypotheses, H_{2a}, were both confirmed by the research findings. In terms of H₁, this study backs up prior findings indicating POS is significant in predicting HAW (Hempfling, 2015; Novliadi & Anggraini, 2020; Aydın Küçük, 2021; Altan & Turunç, 2021). When it comes to H_{2a}, the findings revealed that as POS, a core application of positive psychology (Jafari, Salari, Hosseinian-Far, Abdi & Ezatizadeh, 2021), strengthens, so does PsyCap, leading in workers feeling more engaged at work. PsyCap is the underlying reason why POS predicts WE, according to one reasonable explanation for this finding. This line of reasoning is compatible with SET (Cropanzano & Mitchell, 2005), which states that employees are more likely to engage in their jobs if they sense positive social exchange interactions with their employers. Similar findings have been validated in other samples when we look at previous research. For instance, Yang and colleagues (2020) reported that PsyCap mediated the relationship between POS and vigor, dedication and absorption among Chinese doctors. The strengthening of PsyCap by POS, on the other hand, has been described in terms of COR theory (Nikhil & Arthi, 2018), with the implication that additional resources may lead to the acquisition of new ones (Hobfoll, 2011). Without a doubt, one of these new resources, which are simpler to access, may be designated as WE. Employees who do not lose resources and do not waste time replenishing them are expected to be more energized and strong at work, to be excited about their work, and to be fully immersed in their task.

H_{2b} and H_{2c} were rejected based on the findings of the study. As mentioned above, POS has a positive influence on JS and AC, which is consistent with past research (Astuty & Udin, 2020; Lubis & Nurhayati, 2020). In this study, however, it was revealed that PsyCap did not play role in mediating the relationship among these variables. PsyCap is a well-known individual resource with significant impacts for work roles (Luthans et. al., 2015). Regrettably, organizational resources, rather than personal ones, might actually be considered more successful in forming JS and AC. This is so accurate that earlier studies in the literature back it up (Chen et. al., 2015; Jung & Ali, 2017).

This study provides a serious contribution by revealing the effects of contextual (POS) and personal factors (PsyCap) on three dimensions of workplace happiness in a non-Western environment. In essence, all of the components in this study were created and validated in a Western setting, despite successful adaptation studies in Turkey. In this regard, it is critical to highlight that this study looks at the selected variables in the context of Turkey. In conclusion, since no significant cultural differences were observed, this study successfully verified the aforementioned structures in the Turkish cultural setting.

4.1. Managerial Contribution

The findings presented here have important consequences for field managers. To begin with, it is clear that POS is critical for white-collar workers to be happy at work. POS is a phenomenon that strengthens WE, JS and AC which are related to organizational performance. In this situation, managers should support processes and human resource policies that will enhance employee's POS. Albeit, increases in both material (salary, rank, job enrichment, and influence over policy) and symbolic (receiving of praise and approval) resources would foster perceived support. Eisenberger and Stinglhamber (2011), on the other hand, suggest that POS can be cultivated by ensuring fairness in decision-making policies, preserving open lines of communication, securing employees job, providing valuable developmental activities that promote employees' personal growth, and removing work overloads.

In recent years, PsyCap has become an issue to which organizations should pay attention. In this context, psychological tests can be used to select individuals with high psychological capital when an organization is hiring new staff. Besides, organizations can give psychological counseling services to problematic workers by bringing attention to their psychological changes through relevant trainings for current employees. Finally, the buildup of suppressed emotions and stresses cause a shortage of psychological capital. Therefore, organizations might frequently plan certain expansion activities to assist employees in releasing their negative emotions.

4.2. Limitations

This study has some limitations. Firstly, the study looked at the relationships between POS, PsyCap, and HAW using the SET and COR theory frameworks. In addition, the Process macro was used for mediating effect. Finally, the conclusions of the study are confined to the data of white-collar workers who participated in the study.

4.3. Future Research

The relationships between POS, PsyCap, and HAW were investigated in this study, which was motivated by a positive organizational behavior approach. In addition, the positive effect of POS on white-collar worker workplace happiness, as well as the mediator role of PsyCap in this association were explored. The research results verified alleged assumptions. Other positive organizational behavior concepts, such as organizational citizenship, organizational justice, or strong work ethics, might be included to the model in future research. The interactions between AC and JS with additional positive organizational behavior variables other than POS and PsyCap will be particularly noteworthy. However, because this study focused on white-collar workers, the model needs be evaluated in different samples.

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