THE ASSOCIATION BETWEEN WORK VALUES, NETWORKING BEHAVIOR AND QUALITY OF WORK LIFE

İş Değerleri ve Sosyal Ağ Oluşturma Arasındaki İlişkide İş Yaşam Kalitesinin Aracı Rolü

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Abstract: The purpose of this study is to explore the direction of the association between work values and networking behavior by treating quality of work life as a mediator in contrast to how it is used in majority of previous studies. Analytical type of research design was used, and the data were collected from 304 participants. Three measurement devices were employed: Schwartz's Portrait Values Questionnaire, Quality of Work Life questionnaire by Sirgy, and Aizen's Networking Behavior Questionnaire. Four important outcomes are: 1. Intrinsic and social work values are effective in shaping networking behavior; 2. Quality of work life is mediated the relationship between work values and networking behavior; 3. The perceived quality of work life by the employees is not satisfactory and 4. The prioritized needs for male employees are aesthetics and self-actualization, while for female employees, these are knowledge and economics-family. The current study provides empirical evidence for demonstrating the direction of the association between work value orientations, quality of work life and networking behaviors of employees in organizations as well as the mediator effect of the quality of work life in the association between work values and networking behaviors of the members of organizations.

Keywords: Networking Behavior, Quality of Work Life, Work Values, Self-esteem, Self-actualization.

Öz: Bu çalışmanın amacı, bu alandaki önceki araştırmaların çoğunda kullanıldığının aksine, çalışma yaşam kalitesini bağımsız değil; fakat bir aracı değişken olarak incelemek ve iş değerleriyle sosyal ağ oluşturma davranışı arasındaki ilişkinin yönünü araştırmaktır. Analitik araştırma tasarımıyla uygulanan çalışmada veriler, 304 denekten toplanmıştır. Çalışmada üç ölçme aracı kullanılmıştır. Bunlar, Schwartz'ın Portre Değerleri, Sirgy'nin Çalışma Yaşam Kalitesi ve Aizen'in Ağ Oluşturma Davranışı ölçekleridir. Çalışmanın dört önemli sonucu şunlardır: 1. İçsel ve sosyal hizmet değerleri, ağ oluşturma davranışını şekillendirmede etkilidir; 2. İş yaşam kalitesinin iş değerleri ve ağ oluşturma davranışı arasındaki ilişkide aracılık rolü vardır; 3. Çalışanlar tarafından algılanan iş yaşam kalite düzeyi tatmin edici değildir ve 4. Erkek çalışanlar için estetik ve kendini gerçekleştirme, öncelikli ihtiyaçlar iken kadın çalışanlar için bilgi, ekonomi-aile ihtiyaçları ön plandadır. Mevcut çalışma, örgüt çalışanlarının iş değeri yönelimleri, iş yaşam kalitesi ve ağ oluşturma davranışları arasındaki ilişkinin yönünü ve ayrıca iş değerleri ile ağ oluşturma davranışları arasındaki ilişkide iş yaşam kalitesinin aracı etkisini gösteren ampirik kanıtlar sunmaktadır.

Anahtar Kelimeler : Sosyal Ağ Oluşturma, İş Yaşam Kalitesi, İş Değerleri, Özgüven, Kendini Gerçekleştirme.

INTRODUCTION

The era in which we live has had a major effect on human behavior through the rise of social networks and social media; creating new opportunities for communication for all people. This development is not related only to interpersonal communication between members of social units but also to interactions between different societies, organizations, and countries. The concept of social networking is relatively new in terms of organizations; however, the understanding, and influence of social networking has become a popular and a hot subject not only in the field of management but also in other social sciences.

Among the key tools that support and underlie the concept of social networking are social networking sites (SNSs), which have in no doubt become effective media apparatus for social interaction, information sharing, presence, and presentation on social media, and expressing opinions on various topics. What is interesting is that the use of SNSs serves similar purposes both in people's work lives and in private lives.

The subject of work values, which has gained importance in the field of management and organization, refers to the expectations of members of organizations, their reactions to work conditions, and their relationship with basic individual values (Vecchio, 1980; Trompenaars, 1993; Huff and Kelley, 2003). According to Elizur, who is an eminent scholar of management literature, there are two basic types of work values: intrinsic and extrinsic. These values were later renamed by Elizur (1984) as cognitive (intrinsic) and instrumental (extrinsic) values, and finally, a third category of work values was identified named social values.

The present study explores the association between work values and networking behavior using quality of work life (QWL) as a mediator rather than as a dependent variable. This is contrary to how this metric has been used in almost all the previous research studies. The purpose of this paper is to provide a better understanding of the relationship between the triangle of work values, QWL, and networking behaviors in the changing nature of the business world.

Cummings and Worley (2009) first defined the construct of QWL as a set of ways, approaches, and techniques for improving the work setting, but later stated that QWL activities fall primarily under the banner of employee involvement (EI) as an inevitable consequence of globalization and competition. Furthermore, QWL has been accepted as a predictor of life satisfaction and subjective well-being by various authors in the field, including Sirgy, who is one of the pioneering scholars on QWL (Sirgy, Reilly, Wu and Efraty, 2007).

Although QWL is a multidimensional and complex construct, there are some widely accepted definitions of the term. Nadler and Lawler IIIrd (1983) argued that QWL could be understood as employees' perceptions of and attitudes toward their work and the working environment as a whole. Later, a frequently used definition of this concept, which fits within the scope of this study, was provided by Emerson (1985), who defined QWL as *"the satisfaction of an individual's values, goals and needs through the actualization of their abilities or lifestyle."* as cited by Omar, Rashid and Majid (2013, p. 525). Recently Sirgy, Efraty, Siegel and Lee (2001) defined QWL as *"employee satisfaction with a variety of needs through resources activities, and outcomes stemming from participation in the workplace"* (p.242) and this definition has been added to the literature as one of the most frequent definitions of QWL.

Theoretical Background

No one can expect to produce results that allow for new explanations of observed phenomena using only conventional methods. It is necessary to change the ways of thinking and techniques of inquiry when looking for different outcomes or when seeking to explain events from a novel perspective. As a result of rapid developments in technology, elasticity must be present in businesses to produce desired organizational outcomes, not only by using different business

strategies, but also by directing the members of organizations to challenge the newly emerged obstacles in today's globalized business world. This type of flexibility requires adjusting organizational structures and cultures, where necessary and it may well be a tool to let employees to evaluate the QWL to identify the weak points in overall organizational functioning.

As individuals, our perceptions in life are drawn from what we value most or perceive as most important to us based on our individual values, priorities, experiences, attitudes beliefs, and behaviors. The theory of basic individual values (Schwartz, 1994; 2012) has been accepted as the basis for studying work values by taking into account their relevance to universal values. Ros, Schwartz and Surkiss (1999) define work values as different types of trans-situational goals that individuals derive from their work that motivate them to satisfy their needs and desires. In terms of Schwartz's theory of basic universal values, work values are naturally a different expression of the said universal values by the members of any given type of work setting.

Work values have been accepted as a complex subtopic of organizational behavior and have been studied by various scholars from different perspectives. As a result of a good number of empirical research, work values have been subject to numerous categorizations through different exploratory approaches. Despite the consensus that is widely accepted among academics, work values are created, and formed by individual and cultural values, yet this term is still arguable among academics (Ros et al., 1999). The whole of the determinants of the assumptions and values shared by the employees of a business and the resulting thinking, attitude and behavior style constitute the culture of every organization (Ayça, 2022a).

According to Elizur (1984), a wide variety of work values are examined in the literature, and there appears to be relative consensus on at least two fundamental types of work values: intrinsic and extrinsic. While according to Elizur, intrinsic (or cognitive) work values are related to the inherent psychological satisfactions of working—such as pursuing interesting work that is challenging, varied, and intellectually stimulating—extrinsic (or instrumental) work values are more related to the material aspects of work, such as pay, benefits, and job security. It is understood that extrinsic and intrinsic work values are multidimensional, and include sub-concepts (Gesthuizen, Kovarek and Rapp, 2019).

Dyer and Parker (1975) emphasize that there is a great discrepancy in terms of how the labels *intrinsic* and *extrinsic* are applied; sometimes, they refer to the relationship of the work aspect to the job itself and sometimes to the relationship to work and the individual. Elizur (1984) similarly presents a three-type classification of work values according to the outcomes of three work values. He identifies the three outcomes as follows: the first are the intrinsic (cognitive) outcomes of work values, such as work conditions and benefits; the second are the instrumental (extrinsic) outcomes of work values, such as interest and achievement; and finally, there are the social (affective) outcomes of work values.

Work values are a reflection of Schwartz's theory of basic human values in a work context. The author of the present study prefers to combine specific dimensions of Schwartz's typology of universal values by taking into account the three types of work values discussed and developed by a number of scholars (Vecchio, 1980; Elizur, 1984: Elizur and Sagie, 1999; Roe and Ester, 1999; Gahan and Abeysekara, 2009; Avallone, Farnese, Pepe and Vecchionne, 2010; Ayça, 2022b). The instrument used in this study is a 21-item portrait value questionnaire (PVQ), and its 11 single values were used to measure work values as basic motivational goals of workers under the three main dimensions of intrinsic, extrinsic, and social values. After reviewing the relevant scientific literature, 11 value items out of the 21-item PVQ were separated into the three categories of intrinsic, extrinsic, and social work values.

These three types of work values can be viewed as conceptually parallel to three of the higher-order dimensions defined and labeled by Schwartz. Consequently, this study employed a PVQ to study basic individual and work values. Although other types of surveys have been used in the literature, the PVQ was chosen for this study. This method is considered a unique, applicable, and proven type of questionnaire for researching values and their inter-correlations, as well as for investigating the associations of work treated as a value with different basic individual values.

The concept of QWL is a relatively new topic within the discipline of management and organizational behavioral analysis. One of the two recent examples of the definition of QWL belongs to Ruževičius (2012, 2014) who defined the concept of QWL as a person's overall life satisfaction with her/his specific desires and expectations, and it is related with an individual's physical and mental health as well as the richness of social interactions with the environment.

From the beginning of the examination of this subject, the concept of QWL has been associated with work in organization; later, as an individual's place in organizational life gained more importance, individuals became the most important subject for scholars of QWL. Although scholars differ in how they define and evaluate the term, most agree that individual values and work values together define and affect QWL within organizations.

The literature review clearly indicated that scholars (Balakrishnan, 1976; Taylor, 1977; Singhal, 1983; Donaldson, Sussman, Dent, Severson and Stoddard, 1999; Sirgy et al., 2001; Chan and Wyatt, 2007) have proposed various models and components to explain the construct of QWL. Hackman and Oldham (1976) were among the first to draw attention to QWL from a psychological perspective by building their arguments on their well-known job characteristics model. The model studied the interactions between individuals and the concepts of satisfaction and motivation and as such is accepted as one of the first contributions to the literature on QWL. In their model, Hackman and Oldham suggest that if specific needs of the members of an organization should be learned and satisfied it may lead to employees with a high QWL. According to Nadler and Lawler IIIrd (1983), QWL refers to an individual's perception of and attitude towards his or her work and the total working environment.

Most of the research on QWL has been concluded by Sirgy and Cornwell. Although Sirgy's formulation is an accepted and valid questionnaire for the purposes of this study, other scholars have also contributed to the research on QWL using different questionnaires. For example, Bearfield (2003) developed a 16-item questionnaire for examining QWL and distinguished between the causes of dissatisfaction among professionals, intermediate clerical sales, and service workers, indicating that different concerns might have to be addressed for different groups. Nanjundeswaraswamy and Swamy (2013) used the following nine components to measure employees' QWL in private technical institutions: work environment, organizational culture and climate, relation and co-operation, training and development, compensation and rewards, facilities, job satisfaction and job security, autonomy of work, and adequacy of resources.

However, Sirgy's questionnaire is chosen for this study since it defines employees' needs from point of view of the organization. Sirgy and his colleagues agree that employee needs are satisfied by four main organizational sources: work environment, job requirements, supervisory behavior, and ancillary programs, which are more work-oriented.

In the rapidly changing modern world in which organizations have become a field of interaction, in addition to QWL, social networking has also become an important subject in employees' work life. *"As working in different time zones and locations gains in popularity, virtual communication has begun to play an increasingly important role in organizations."* (Korzynski, 2014, p. 52) In this very modern era, we have witnessed the rapid proliferation of a

new class of information technologies for interpersonal communication, commonly known as "social networking" technologies.

From a management perspective, the study of social networks is based on the basic assumption that individuals working in organizations are social beings. Any member of an organization who has personal needs, such as identity and self-esteem, and attempts to use of professional networking platforms, which have gained importance not only in employees 'work lives, but in their social lives as well. Boyd and Ellison (2007) define networking sites as *"online services that allow members to create personal profiles, establish connections, and browse their friend's profiles."* (p. 16) Social networking was formerly defined by many scholars like Ellison at the individual level. However, social networking has subsequently extended the boundaries of the individual level to the organizational level.

From an organizational perspective, social networking has already gone beyond the confines of its early definitions. According to Putnam and Bridgeland (2004), using social networking websites enables trust and reciprocity to be built among people, which in turn helps in engaging in collective activities. From a management perspective, the establishment of social networking harks back to Moreno's sociometry and Mayo's Hawthorne studies. Moreno and Jennings (1938) define sociometry as a new methodology that diagnoses a society's fundamental structure, interpersonal relations, and the relations between people and objects. According to Moreno and Jennings (1938), there is a link between a person's psychological mechanisms and the properties of that person's social networks.

Like Moreno and Jennings, Mayo is one of the main contributors of the field of social networking. According to Mayo, *"managers who had some level of understanding of the social processes such as group solidarity among workers had a greater ability to control and influence worker behavior"* (as cited by Scott, 2000, p.17).

Here, it is illuminating to touch upon social networking theory (SNT), which is one of the most important and frequently studied theories within the field of social networking. SNT explains the interpersonal mechanisms and social structures that exist among interacting units (i.e., small groups, large groups, departments, units within organizations or between organizations (Wasserman and Faust, 1994; Hatala and Fleming, 2007). More specifically, SNT studies how a person, group, or organization's relationships affect the beliefs or behaviors of each other. The theory relates to a number of different levels of analysis that can be used to assess the interactions between individuals and their environment.

A review of the relevant literature shows that QWL can be predicted by certain predictors in any given organization. Today scholars and researchers are interested in understanding the influence of social networks, in relation to the quality and quantity of relational ties, and shared efforts of various organizations to produce goods and services. In short, social networks provides an important information which is about the persons who are connected to the others among different organizations, and the context of this relationship (Krause, Croft and James, 2017).

In the light of recent developments in the Networking Theory and QWL, the present study assumes that the QWL is a variable that mediates the relationship between work values and employee networking behaviors. In today's globalized business world, the use of SNSs is growing rapidly, which is why this study treats the concept of employee networking behavior as a criterion variable. Thus, the following hypothesis is formulated:

H1: The QWL mediates the association between work values and employees' networking behaviors.

The aforementioned assumption behind this hypothesis leads us to fall off the positivist grid, which implies the use of deduction. This instructs the researcher to start with general issues and become more specific by accepting that there is one unique reality and that once one finds this

reality, one can learn the truth. If this philosophical assumption is taken as true, it leads us to use directional thinking and, inevitably, we tend to accept the most obvious outcome (such as QWL) as the unique or rational outcome. Moreover, employee-networking behaviors affect QWL in organizations. This study examines these relationships from a reverse direction. Accordingly, being the touchstone of the scientific methodology, abductive reasoning may well be preferred for explaining the associations between the key concepts of the study.

Abductive reasoning aims to arrive at predictions that can explain the truth in the best possible way, similar to the assumption of inductive thinking. The difference between these two methods of reasoning can be explained with predicate logic, where a predicate is a generalization of a propositional variable. Consequently, a predicate is a statement that contains (predicate) variables, and they may be true or false depending on the values of these variables"

The major difference between propositional logic and predicate logic is that while the former leads us to the inevitable conclusion (**A** Human beings are going to die / **B** Helena is a human being / **C** Helena is going to die), in predicate logic, (P x) = the dog D is not a human being / (P1) = all the humans are mortal / then, (P x, 1) = false (the dog D is not going to die) as the variable (x) takes on the value false.

Qwl = QWL

X = level of QWL

Nw = networking behavior

Hence, qwl (X) OR (∃X) nw (X); this equation indicates that if organizations have at least a moderate level of QWL, then some members of the organization will display networking behaviors. The present paper examines a model (Figure 1) that shows the aforementioned expression about the direction of the association between the following concepts by means of a set of descriptive and inferential statistical methods.
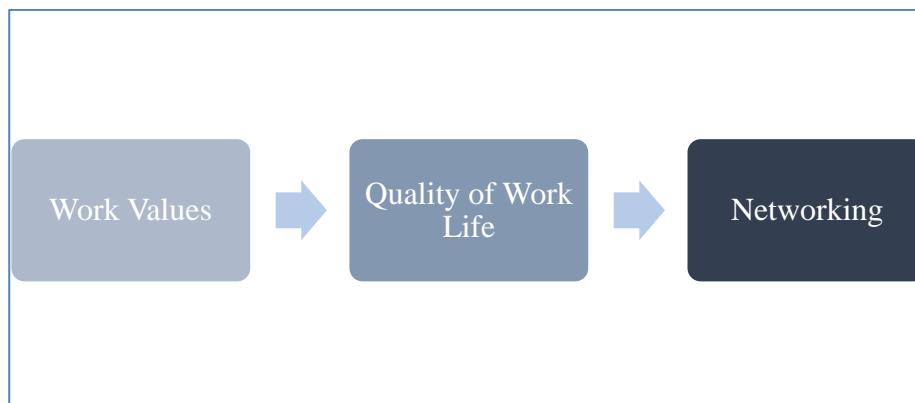
Figure 1: The Research Model

The vast majority of people who become members of an organization spend most of their time in a work setting. This simple fact means that the interactions between employees and their organizations are among the most researched subjects in the field of management and organization.

The second hypothesis in this study is based upon the aforementioned explanations and the outcomes of similar studies and is formulated as follows:

H2: Work values account for the majority of the variance in the variable of networking behavior in comparison to QWL.

The concept of QWL was first explained as employees' reactions to their work environment, taking into account their attitudes to their job tasks as well as the working conditions necessary to attain high levels of productivity. In time, the concept of QWL was defined as employee involvement (empowerment) to engage members of organizations in their work tasks more competitively and reach high levels of productivity in more flexible working conditions (Cummings and Worley, 2009).

Employee engagement is significant in today's business world and could potentially be enhanced if work conditions can satisfy the needs and expectations of workers concerning both their affective employee attitudes through integration of workers and technology.

Methodology

Sampling

This study is carried out following the acceptance of a thesis study (Vila, 2019) which was also supervised by the author of the present study. The reason to conduct a second study was to use a different research model and to formulate new research hypotheses to examine the research subject from an entirely different perspective. The data were collected from 304 respondents who are the members of large-size manufacturing firms by the use of the convenience sampling method. Since this study was conducted before the year 2020, no official permission was requested from the Ethics Committee.

Measurement Devices

Three different measurement instruments were used in the original study. The first is a 21-item PVQ developed by Schwarz, which is used for measuring both individual and work values. In the present study, 11 out of 21 values were used to measure the three basic categories of intrinsic, extrinsic, and social work values. Responses were sought on a six-point scale ranging from "very much like me" to "not like me at all."

The second device used was a 16- item scale Quality of Work Life questionnaire developed by Sirgy et al. that was used to measure QWL. The Quality of Work Life questionnaire consisted of 16 items. It was a seven-point scale ranging from 1 for "Very Untrue" to 7 for "Very True."

The third instrument used was a social networking behavior questionnaire developed by the study authors following examination of a detailed set of explanations and the template suggested by Ajzen and Fishbein (1977), who proposed the use of the theory of reasoned action (TRA) for understanding the nature of the relationship between volitional behaviors, attitudes, and subjective norms. This also comprised a seven-point scale ranging from 1 for "Agree" to 7 for "Strongly Disagree."

Research Findings

Profile of the Respondents

The sample consisted of 304 respondents. Of the sample, 162 (53%) were male and 142 (47%) were female. The age of the participants ranged from 25 to 59, with a mean of 37. The majority of sample participants (64%) were married, 40% had a university degree, and 12% had a graduate degree. Of the sample, 62% of participants had more than 10 years' work experience.

Measures of Internal Consistency

Schwartz's 21-item main construct (PVQ) had a Cronbach's alpha value of (0, 71); however, it was (0, 63) for 11-item work values. This was due to a reduction of items in the original device

(PVQ) and was therefore acceptable. The results also reflected a satisfactory Cronbach's alpha value (0, 88) for the QWL questionnaire. The 10-item Social Networking Behavior questionnaire revealed a satisfactory Cronbach's alpha value of (0, 75).

Variables	Mean Values
Work Values	5.06
QWL	3.48
Networking	5.92
Intrinsic Values	5.15
Extrinsic Values	4.93
Social Values	5.92

Table 1: Mean Values of the Key Research Variables

	1	2	3	4	5
Networking centered	1				
Intrinsic WV	.41**	1			
ExtrinsicWV	.16**	.18**	1		
Social WV	.14*	.35**	.12*	1	
QWL centered	.32**	.18**	.19**	.29**	1
WV centered	.32**	.70**	.63**	.74**	.32**
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

Table 2: Correlation Analysis for NWB, WV Dimensions and QWL

Factor Analysis for QWL

Three factor analyses were performed to determine the amount of variance in (items) variables used in this study to understand the degree to which they matched with the relevant theoretical foundation. The first QWL factor analysis was considered meritorious (KMO value = 0, 812, Bartlett test value of 0.000) and resulted in three factors, covering 12 variables of the measurement instrument. Although the remaining four items were comprised of two components, each with two items, their factor loadings were large enough to be considered two distinct factors. Five factors obtained explained 73.8% of the cumulative variance.

Factors	Factor Loadings
Factor 1/ Label: *Aesthetic, Knowledge & Actualization*	
There is a lot of creativity involved in my job	,868
This job allows me to sharpen my professional skills.	,842
My job helps me develop my creativity outside of work.	,837
I feel that I'm always learning new things that help do my job better.	,829
I feel that I am realizing my potential as an expert in my line of work.	,733
I feel that my job allows me to realize my full potential.	,718
Factor 2/ Label: *Economic & Family*	
My job does well for my family.	,820
I am satisfied with what I'm getting paid for my work. .	,750
I feel that my job is secure for life.	,666
Factor 3/ Label: *Social*	
I have enough time away from work to enjoy other things in life.	,836
I have good friends at work.	,754

I do my best to stay healthy and fit.	, 525
Factor 4/ Label: *Health & Safety*	
My job provides good health benefits.	,862
I feel physically safe at work.	,833
Factor 5/ Label: *Esteem*	
People at work and/or within my profession respect me as a professional and an expert in my field of work.	,757
I feel appreciated at work.	,707

Table 3: Factor Analyses Results of QWL

Factor Analysis for NWB

The second factor analysis (networking behavior) was considered middling (KMO value =0, 700) and yielded three factors, covering 10 of the measurement instrument's variables. The first factor could be labeled an "interaction with colleagues" and the second factor was named as "networking helpful." The factor loadings of the remaining two variables were larger than 0, 75 and consequently could be considered the third component, which was labeled "chatting." Three factors obtained explained 62.8% of the cumulative variance.

Factors	Factor Loadings
Factor 1 / Label: *Interaction with Colleagues*	
To do my job well, I communicate with my colleagues	,801
To do my job it is useful to interact with others	,798
I discuss my ideas/ thoughts with my colleagues.	,691
Networking with my colleagues is effective in helping me to perform my job.	,572
Factor 2 / Label: *Networking Helpful*	
My internet usage helps me to conduct my job	,839
Networking is very important for doing my business at present.	,790
I use networking areas (office social areas, social media) at least once per day.	,598
To do my job well, I very often use internet.	,531
Factor 3 / Label: *Chatting*	
I often talk or gossip about my company with my colleagues.	,839
I often talk with people from other work groups.	,756

Table 4: Factor Analyses Results of NW

Factor Analysis for VWs

The third factor analysis (work values) was considered as mediocre (KMO value =, 632) and yielded four factors, covering ten of the measurement instrument's variables. The first factor could be labeled "social," the second factor was named "intrinsic," and the third factor as "security." The factor loadings of the remaining one variable were larger than 0, 75 and could be considered the fourth component, labeled as "conformity." Four factors explained 62.3% of the cumulative variance.

Factors	Factor Loadings
Factor 1	
Benevolence 1	,751
Benevolence 2	,737
Universalism 1	,683
Universalism 2	,568
Factor 2	
Self-Direction 1	,775
Achievement	,641
Stimulation	,624
Self-Direction 2	,516
Factor 3	
Security	,824
Factor 4	
Conformity	,904

**Table 5:** Factor Analyses Results of VWs

Hypothesis testing

A regression analysis was used to determine whether the variables of QWL could explain a certain amount of the variance in the criterion variable of networking behavior. The results indicated that four variables of QWL (knowledge, social, economic and family, esthetics) accounted for nearly 25% of the total variance in employees' networking behavior.

QWL Dimensions	*Beta*	*t-value*	*P value*
Knowledge	0.301	4.449	0
Social	0.186	3.482	0.001
Economic &Family	.-214	-3.857	0
Aesthetic	0.202	2.982	0.003
Dependent Variable: NetWork; R: .490; R^2: .240; F value: 23.281; p value = .000			

Table 6: Regression Analysis for QWL Dimensions and NWB

A univariate analysis was used to summarize and describe the data about networking behavior, work experience, and educational background. The results indicated that the main effect of work experience was not significant, though it was for educational background (p =, 008). Levene's test value was insignificant (p = .185). Although the partial eta squared value (.046) showed only a minor effect, the profile pilot for education and the involvement of employee networking behavior was interesting. As shown in Figure 2, individuals with a doctorate degree showed a sharp decline in networking behaviors.
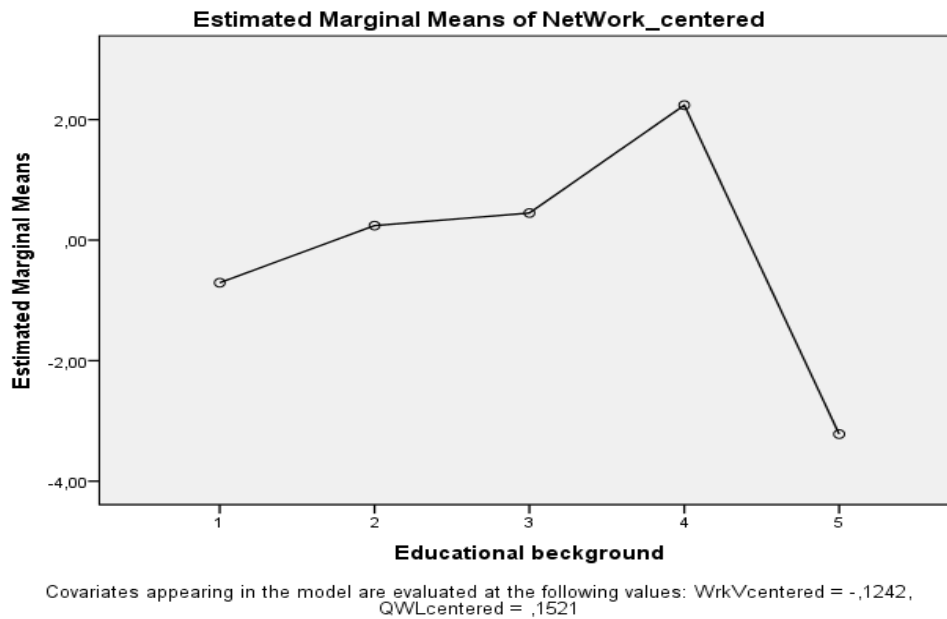
Figure 2: Respondents' Educational Background and Networking

A regression analysis was used to assess whether QWL mediated the relationship between work values and networking. The outcome clearly showed that QWL partially mediated this relationship. After centering all of the values, the final stage of the regression beta value of work value (.324) dropped to (.247) with an associated t-test analysis (t = 4,385; p = .000).

	B	Seb	Beta	p value	ΔR 2
Step1: *QWL centered is regressed on WrkV centered*					
Constant	0.275	0.851			0.10
WrkVcentered	1.056	0.179	0.323	0	4
Step2: *NetWork centered is regressed onWrkV centered*					
Constant	0.002	0.37			0.10
WrkVcentered	0.461	0.078	0.324	0	5
Step 3: *NetWork centered is regressed on WrkV centered and QWL centered*					
Constant	-0.048	0.362			
WrkVcentered	0.248	0.08	0.247	0	0.15
QWL centered	0.513	0.025	0.235	0	4

Table 7: Regression Analysis for the Mediating Effect of QWL

This analysis was repeated by employing a simple mediation analysis using Model 4 in the special process macro technique developed by Hayes (2013). As shown in Figure 3, the analysis confirmed the above-stated outcome with a 95% confidence interval that did not include zero; that is to say, the indirect effect of the work values (X) on networking behavior (Y) was (1078) and was significantly greater than zero at (α = .05), the direct effect of independent variable (WV) on networking (0.352).
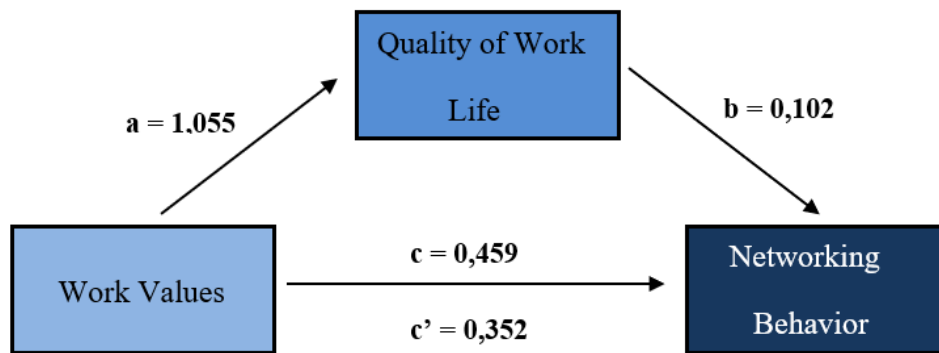
Figure 3: Research Model: A-path Coefficient Mediation Analysis

Quality of work life partially mediated the relationship between work values and networking behavior. All presented effects were unstandardized and (a) indicated the effect of WV on QWL, (b) the effect of QWL on NW, (c) the total effect of WV on the criterion variable of NW, and finally, (c') the direct effect of WV on NW.

Another set of regression analyses were used to determine which conceptual dimensions of QWL could account for the variance in the criterion variable of networking by gender. This analysis yielded interesting results. While aesthetics, actualization, self-esteem, knowledge, and health and safety needs could account for 32% of the variance in the dependent variable of networking for male employees; knowledge, economics-family, and health-safety needs explained 41.4% of the variance in the dependent variable of networking for female employees

QWL Dimensions	R	R^2	ΔR^2	Beta	t-value	p value
Aesthetic	.436[a]	0.19	0.19	0.778	6.975	0
Self-actualization	.461[b]	0.213	0.002	-0.83	-5.128	0
Self-esteem	.510[c]	0.26	0.005	0.407	4.101	0
Knowledge	.542[d]	0.293	0.033	0.336	3.173	0.002
Health &Safety	.563[e]	0.317	0.023	-0.175	-2.277	0.024

Table 8: Regression Analysis QWL is regressed on NWB – Male Employees

QWL Dimensions:	R	R^2	ΔR^2	Beta	t-value	p value
Knowledge	.539[a]	0.29	0.29	0.603	8.878	0
Economics & Family	0.628	0.395	0.105	-0.378	-5.366	0
Health & Safety	0.643	0.414	0.019	0.147	2.115	0.036

Table 9: Regression Analysis QWL is regressed on NWB – Female employees

Since the beta value of economics and family needs was negative for both males and females, a further regression analysis was performed to see whether a unit of increase in the predictor resulted in a decrease in the criterion variable of networking. The partial regression plot confirmed this prediction, as shown in Figure 4.

Partial Regression Plot

Dependent Variable: NetWorkTOT
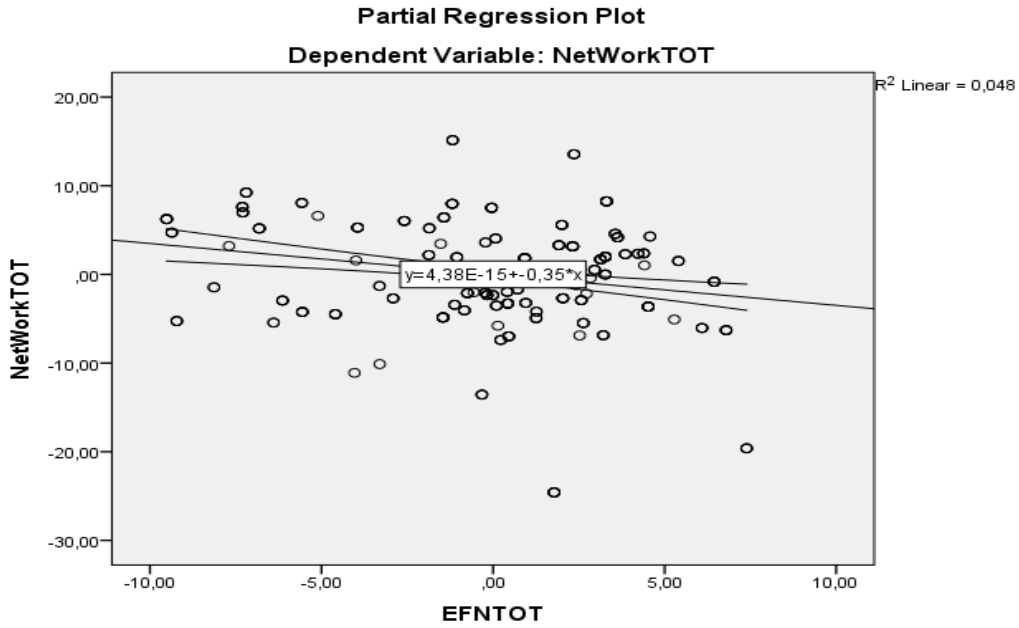
Figure 4: Partial Regression Related With QWL and Networking

DISCUSSION

The results of this study indicate that there is a strong and positive association between work values, QWL, and networking behavior. The primary objective of the study was to understand the effect of QWL on the relationship between work values and networking behaviors of employees. As predicted, QWL partially mediated the association between work values and employees' networking activities in organizations. The mean value (3.48) of QWL through the 7-point instrument indicated that the respondents' perceptions of QWL were far from satisfactory, and this may well be the reason for partial mediation.

This empirical evidence deserves attention, as if members of organizations hold and share work values (intrinsic, extrinsic, and social) and feel that they have a high QWL, they will be more willing to engage in networking behaviors. Although the motivational level of employees, their level of education, and their cultural backgrounds are all essential factors in engaging in social networking activities, it can be said that employees' networking behaviors are clearly affected by their level of QWL. One must not confuse the use of SNSs, such as Facebook, and networking tools for professional reasons and career advancement. Professional reasons for engaging in networking behaviors can be examined using two approaches: the first is to establish a set of links with colleagues from other companies and the second one is to establish constructive links with actual as well as potential customers as a part of an organizational strategy. Personal reasons for becoming involved in networking activities include gaining insights to advance professionally and for self-presentation purposes such as expressing oneself, sort of impression management). In organizations which emphasize the use of networking is for success, and as Forret and Dougherty (2001) state, the knowledge of why some individuals are more likely to engage in networking behaviors than others represents valuable information for selection processes and training programs (p. 304).

Moreover, it is empirically understood that whenever the members of organizations are able to establish constructive ties within their work setting, their job performance will be much better, and they will have a chance to make advancements in their personal careers (Van der Heijden, Kruyen and Notelaers, 2020). It should be emphasized that employees' perception of QWL was highly influential in terms of their motivation to engage in networking behaviors. Empirical

evidence clearly shows that two conceptual dimensions of QWL among the four, such as gaining knowledge, social needs) are perceived as the main issues by the members of organizations. However, the satisfaction of family needs was of primary importance both for female and male employees. It is worth drawing attention to the differences in the perceptions of QWL by gender. While the three major issues for the male employees were aesthetics, self-actualization, and self-esteem, it was knowledge, economics-family and health-safety dimensions of QWL for female employees.

The statistical outcomes showed that if employees' financial gains were unsatisfactory, this was likely to result in less motivation among employees to engage in networking behaviors. Senior managers of international and global companies should seek to create constructive and playful organizational cultures to achieve a high QWL for employees that will have the ripple effect of encouraging employees to display professional networking behaviors. This will ultimately positively benefit the sustainability of companies in a digitalized business world. However, it would be better if this research finding is interpreted by taking into account the socio-economic indicators and overall level of life satisfaction in Turkey, where this study was conducted.

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