-RESEARCH ARTICLE-

THE EFFECT OF PERCEIVED SOCIAL SUPPORT ON WORK-LIFE BALANCE AND WORK ENGAGEMENT: A CASE OF BANKING SECTOR[*]

Didar YILDIRIM[1] & Şule DARICAN[2]

Abstract

In the globalizing world, organizations are focused on enhancing the quality of service or products to gain a competitive advantage, and they believe this can be achieved through high-performing employees. Therefore, the importance of dedicated employees who are committed to their work is increasing day by day. Individuals who are focused on their jobs will exhibit positive behaviors for their organizations, effectively contributing to achieving organizational goals. These individuals will not only fulfill their tasks according to standards but often surpass expectations by delivering performance beyond the norm. An employee's commitment to work is also linked to the ability to maintain a balanced private life. In order to achieve work-life balance, it is necessary to be able to manage work and private life simultaneously by setting priorities well. The social support received from the social environment is effective in achieving work-life balance and being engaged in work. Social support for employees typically includes various benefits, social services, educational opportunities, health facilities, and adjustments in working conditions.

In this context, the purpose of this study conducted with participants who are bank employees is to determine the effect of perceived social support on work-life balance and work engagement. The sample of the study consists of 492 bank employees who work at different levels of a public capital bank serving Istanbul and who voluntarily participated in the study.

According to the results of the study, both exploratory factor analysis (EFA) based on obtained data and confirmatory factor analysis (CFA) conducted for the validity of the scales have shown favorable fit indices. In accordance with the measurement model, a structural aquation model (SEM) aimed at determining relationships was applied, and the results were evaluated. Correction analysis was also used in the study to identify relationships between main dimensions and sub-dimensions. According to the results obtained in the study, it is revealed that perceived social support has a significant negative effect on work-life balance and perceived social support has a significant positive effect on work engagement. The study concluded that as perceived social support increases in the banking sector, work-family and family-work conflicts will decrease, and work engagement will increase.

Keywords: *Perceived Social Support, Work-Life Balance, Work Engagement.*

JEL Codes: *M1*

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[1] İstanbul Aydın University, Institute of Graduate Studies, Istanbul, didaryildirim@aydin.edu.tr, ORCID: 0009-0003-1301-2094

[2] Istanbul Aydın University, Istanbul, suledarican@aydin.edu.tr, ORCID: 0000- 0002-0688-6020

ALGILANAN SOSYAL DESTEĞİN İŞ YASAM DENGESİ VE İŞE ANGAJE OLMAYA ETKİSİ: BANKACILIK SEKTÖRÜ ÖRNEĞİ[1]

Öz

Globalleşen dünyada, örgütler rekabet üstünlüğü sağlayabilmek adına sunulan hizmet ya da ürün kalitesinin artırılmasına; bu amacı da yüksek performanslı çalışanlarla gerçekleştirebilecekleri fikrine odaklanmışlardır. Bu nedenle kendini işe adamış çalışanların önemi gün geçtikçe artmaktadır. İşlerine odaklanmış bireyler, kurumları için olumlu davranışlar sergileyerek, örgütsel hedeflere ulaşmada etkili olacaklardır. Bu kişiler görevlerini, sadece standartlara uygun bir şekilde değil, genellikle beklenenin üzerinde bir performans göstererek yerine getireceklerdir. Bir çalışanın işe angaje durumu aynı zamanda özel hayatını da dengeli yürütebilmekle bağlantılıdır. İş yaşam dengesinin oluşması için, önceliklerin iyi belirlenerek iş ve özel hayatı eş zamanlı idare edebilmesi gerektirmektedir. Çalışanın iş yaşam dengesini sağlayabilmesinde ve işe angaje olmasında çevresinden aldığı sosyal destek etkilidir. Çalışanlara sunulan sosyal destek, genellikle çeşitli avantajlar, sosyal hizmetler, eğitim olanakları, sağlık imkanları ve çalışma koşullarındaki düzenlemeleri içermektedir.

Bu bağlamda, banka çalışanları üzerinde yapılan bu araştırmanın amacı, algılanan sosyal desteğin, iş-yaşam dengesi ve işe angaje olmaya etkisinin belirlenmesidir. Araştırmanın örneklemini İstanbul'da hizmet veren bir kamu sermayeli bankanın farklı kademelerinde görev yapan ve çalışmaya gönüllü katılan 492 banka çalışanı oluşturmaktadır. Araştırmanın sonuçlarına göre, elde edilen verilere dayalı olarak açıklayıcı faktör analizi (AFA) ve ölçeklerin yapı geçerliliği için gerçekleştirilen doğrulayıcı faktör analizi (DFA), olumlu uyum iyilikleri göstermiştir. Ölçüm modeline göre, ilişkilerin belirlenmesini amaçlayan yapısal eşitlik modeli (YEM) uygulanmış ve elde edilen sonuçlar değerlendirilmiştir. Ana boyut ve alt boyut ilişkilerinin belirlenmesi amacıyla, korelasyon analizi de araştırmada kullanılmıştır. Analizlerin ardından elde edilen sonuçlara göre, algılanan sosyal desteğin iş-yaşam dengesi üzerinde negatif yönde anlamlı etkili olduğu ve algılanan sosyal desteğin işe angaje olma üzerinde pozitif yönde anlamlı etkili olduğu ortaya konmaktadır. Araştırmada bankacılık sektöründe algılanan sosyal destek arttıkça iş-aile ve aile iş çatışmalarının azalacağı; işe angaje olmanın artacağı sonucuna ulaşılmıştır.

Anahtar Kelimeler: *Algılanan Sosyal Destek, İş Yaşam Dengesi, İşe Angaje Olma*

JEL Kodları: *M1*

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[1] Extended Turkish Summary is at the end of the research.

1. INTRODUCTION

Developments in technology have led to the need to achieve more work and integrate technological information into the workflow in a shorter time in organizations. Thus, it has become important to increase the organizational commitment and motivation of employees. There are many factors that affect employee motivation. A balanced life, less stress, social support, and level of understanding of this support are effective in ensuring work engagement and work-life balance for the employees. The level of social support, the process of making sense of and evaluating this support constitute perceived social support (Procidano and Heller, 1983: 2). It is seen that employees with a high level of perceived social support in terms of work-life balance are more diligent and attentive in their jobs. As well as the social support potential of the colleagues, friends, and family, the perception of the employee plays an important role in the level of engagement in business life. It is observed that employees with a high level of perceived social support are more successful in managing stress and balancing the pressure of the roles they have in life with the help of a spouse, friends, and family. Environmental support coming from people such as a spouse and friends are very important in achieving work-life balance. While in some cultures it is natural to receive support from a spouse, friends, or family, these support factors have not yet developed in other cultures. It is seen that cultural factors have an effect on social support, and social support is seen more commonly in social cultures compared to egocentric cultures (Goodwin and Giles, 2003: 240-245). Geographical conditions of the employee may lead them to be self-centered or socially supportive of the people around them. Regardless of the circumstances, employers may expect a high level of commitment from their employees due to the desire of achieving success more quickly. In order to improve organizational conditions, various supportive activities can be carried out in order to increase the social support perception of employees. The perceived social support of the employees and their belief in the benefits they will receive as a result of this support are also very important. Individuals should regulate their work-life balance in this direction by considering the importance of the social support they will receive and ensure their own motivation as employees (Agoha et al., 2015: 28). Organizations can achieve an employee profile that can establish a work-life balance and dedication to work in return for the support they provide (Grawitch et al., 2006: 129). Due to being an important aspect of a healthy working environment, work-life balance has led to new strategic human resources policies (Perry-Smith and Blum, 2000: 1107). It has had a great impact on employees, families, and organizations (Allen, et al., 2013: 36). Employees that are distracted by the pressures of an unregulated work-life balance led to various costs in companies such as loss of productivity, absenteeism, turnover, as well as medical expenses and reduced business profits. When the employers incur these costs and the situation affects the business volume of the company, it may lead them to terminate the business relationship with the employee. In this context, an increase in perceived level of social support in society may lead to a decrease in unemployment rate and an increase in the welfare level of the families in the society. Organizations can measure the potential of the employees for achieving a work-life balance during human resources processes and

examine their engagement to the job. Perceived social support may lead the existing workforce to stay longer at the organization, as well as a preference of the organizations that place importance on corporate memory. Due to the structure of some business sectors, the sources of stress are dynamic, and they may change in an instant. The work-life balance of the employees that work in these sectors may deteriorate more rapidly, and the level of perceived social support in these sectors should be maximized for this reason. In this process, organizations may need to provide moral support to their employees to achieve positive emotions and attitudes. When the factors that positively affect the performance of the employees are examined, concepts such as management of the job, the value and importance of the work, trust, open-mindedness, and encouragement come to the fore (Ylitapio-Mäntylä, 2012: 460). It is thought that the perception of social support contributes to success, continuity, and engagement in business life. It can be argued that the operational risk of the employees with a high level of work engagement is lower in the sectors where there are minimal repercussions of operational risks. It is seen that the concepts of work engagement and perceived social support are very important in business sectors that may suffer from considerable financial losses such as finance and banking sector. An organization needs to nurture perceived social support to achieve sustainable success, continuous corporate memory, and business productivity. The aim of this research, which was conducted with employees that work at various public banks, is to examine the effect of perceived social support on work-life balance and work engagement.

1.1. Conceptual Framework

1.1.1. Perceived Social Support

Perceived social support refers to how supported employees feel in the work environment. This perception has a significant impact on employees' job satisfaction, commitment, motivation, and overall job performance. The perceived level of social support is affected by many factors such as relationships in the workplace, management style, corporate culture, and available resources (Chandrakar, 2017:58). This support can increase the work commitment of employees and their overall satisfaction in the workplace, both individually and as part of a team. Perceived social support involves morale and motivation necessary to meet the emotional needs of employees in the workplace to cope with business-related difficulties. Understanding, empathy, and supportive attitudes from colleagues and managers can help employees have better performance during difficult times while under stress. Social support can also reduce turnover rates by making employees feel more connected and satisfied at work (Wu et al., 2021a:204). Social support is critical for the career development of employees as well as their work-life balance. Social support includes various organizational factors such as training and learning opportunities, mentoring, feedback, and guidance for business and private life. A work environment that encourages employees to continually learn and develop their skills is essential for both individual and organizational success. Perceived social support also helps employees become more competent in their current jobs and achieve their career goals (Kanten, 2014:114).

The forms of social support in organizations may vary depending on the sector. Perceived social support in the banking sector may include practices that reduce operational risks. The use of high-security devices, which can work quickly and provide sufficient resources to access information, helps employees use the time they spend at the workplace more efficiently. Access to the necessary resources, especially during challenging projects or busy work periods, contributes to the reduction of stress and more effective management of the workload. Social support emphasizes the quality of relationships in the workplace and interactions between colleagues. Well-established social relationships and a strong team spirit can boost overall morale and motivation at work. Reinforcing healthy relationships based on trust and respect among colleagues strengthens cooperation and team harmony at the organization (Wu et al., 2021b:205). In addition, having social support in the workplace helps employees cope with work-related stress and difficulties.

Perceived social support consists of three sub-dimensions: support from family, friends, or a special person: (1) The family sub-dimension aims to make it easier for employees to balance their work and private lives. This dimension ensures that the family life of the employees is respected, and the work-related responsibilities are fulfilled in harmony with familial responsibilities. A good work-family balance positively affects job satisfaction, work motivation, and well-being of employees, as well as the general productivity in the workplace. Achieving work-life balance in the family sub-dimension is possible through flexible work arrangements, family-friendly policies, respect for work-life balance, supportive work environment, and providing resources for the family (Lim and Teo, 2000: 560-586). (2) Friends sub-dimension involves the social relationships of employees in the workplace and the effect of these relationships on general well-being. This dimension includes the development of friendships, social interactions, and support networks among colleagues. Healthy social relationships enrich employees' work experiences, help them cope with stress, and increase their work engagement (Tuna and Aslan, 2018: 983). (3) A special human sub-dimension focuses on the individual needs of employees in the workplace and how these needs are met. This dimension is related to the factors that make employees feel valuable and special. Respect for each individual's unique contributions and needs in the workplace is at the basis of this dimension (Keskinkılıç, 2015: 2).

1.1.2. Work-Life Balance

Regulation of work-life balance helps employees have healthy private and professional lives. Aiming for a good work-life balance encourages employees to allocate their time according to priorities and maintain balance by spending appropriate amounts of time for family, well-being, and vacations in addition to work-related activities and business travels (Akın et al., 2017: 113-124). Work-life balance involves maintaining an appropriate balance between career and aspirations on the one hand, and pleasure, vacation, and family life on the other. Long working hours and constant heavy workload result in a need for employees to balance their roles in business and private life. According to Kahn et al. (1964), although work-life balance

is initially considered as a conflict between work and family, it is related to conflict resolution and regulation of pressures and responsibilities of family life and work life (Kahn et al., 1964: 22). It is known that the combination of work and family living spaces changes over time. Today, employees face a wide range of challenges in daily life that disrupt the balance between their work and private lives. A work-family conflict is a situation that occurs when the fulfillment of responsibilities in one role is incompatible with the fulfillment of responsibilities in the other role (Lobel, 1991: 507). Poor work-life balance negatively affects the personal life of employees as well as their performance at work. An employee with a better work-life balance contributes significantly to the growth and success of the organization.

Work-life balance is crucial for the government and policymakers, as it is the individuals that make up the essence of healthy functioning in society. Over the years, there has been an increasing dependence on information technology in the employed population. Employees are requested to extend their work hours and to be willing to work on weekends. In addition, employees are expected to be always available and to respond to e-mails and phone calls immediately even outside of working hours (Reiter, 2007: 273). As a result of these pressures, employees fail to achieve a good work-life balance. With the development of technology, new business sectors have emerged. Employees increasingly expect flexibility and freedom in their workplaces as well (Boudreau and Jeppesen, 2015: 1761). When the mental and physical health of employees allows them to manage stress correctly and the human resources policies facilitate a sustainable work-life balance in organizations, employees can achieve a healthy balance between their work and personal lives. Individuals with good mental and physical health also constitute a healthy society, which is an important factor in the development of countries. Social employees can contribute more to both their families and their organizations. It is maintained that an extroverted employee contributes to the enrichment of business life, and having a positive mood is also another factor that lowers the conflict between work and personal lives (Horwitz et al., 2008: 281-288).

When the work-life balance studies in the literature are examined, it is seen that the organizational consequences of work-life imbalance are divided into direct costs and indirect costs. The indirect costs of work-life imbalance are job dissatisfaction, lower organizational commitment, and poor quality in social relations (Quick et al., 1997: 69). Situations such as dismissal, absenteeism, work slowdown, and strike constitute the costs that directly affect the organization. The cases where the individuals cannot balance their work, family, and private life lead to an increase in the stress levels of the individuals and loss of workforce due to stress. If the work-family conflict continues, employees may leave their jobs or start searching for a new job. High turnover rates indicate that there are problems in the organization. The fact that this situation leads to a slowdown in the processes of the organization and reduces the quality of work is one of the direct costs of work-family conflicts in employees' lives (Boudreau and Jeppesen, 2015: 1777).

1.1.3. Work Engagement

The concept of work engagement refers to employees' commitment to their jobs, their energy levels during work, and their attitudes towards the organization (Peabody, 2013: 251). This concept measures how much energy, passion, and dedication employees have for their jobs. Employees who are highly engaged in work tend to add more value to the organization and have higher productivity at work (Gorozidis and Papaioannou, 2016: 46). In work engagement, enthusiastic and energetic attitudes of employees towards their work manifests itself as high levels of motivation and desire to do their jobs. According to Schaufeli, enthusiastic employees generally love their jobs and find their work enjoyable. This allows them to be more creative and productive and increases overall morale and motivation at work. Dedicated employees develop a strong commitment to their own work and to the goals of the company, understand the importance of their work, and make extra efforts to contribute to the success of the company (Niven, 2016: 305). Employees who are more focused are also more diligent in their work. Those who have a high level of work engagement are more attentive in their work and do not notice how time passes while working. This increases the quality of the work and performance levels of the employees (Choudhry and Fang, 2008: 566).

The concept of work engagement is characterized by three sub-dimensions: vigor, dedication, and absorption: (1) Vigor refers to the level of energy, vitality, and endurance that employees have while doing their work. It involves significant enthusiasm and energy in employees' attitudes towards work. Vigor is related to employees' passion for their jobs, their motivation, and their commitment to their responsibilities in the workplace in general (Demirbatir and Engür, 2018: 86). (2) Dedication refers to the commitment of employees to their jobs and to the organization. This dimension is characterized by employees' deep commitment to the work and their loyalty and belief in the organization. Dedication involves significant loyalty and commitment in employees' approach to their work and their attitude towards the organization. This includes not only getting the job done, but also showing extra effort and initiative for the success of the business and the institution (Kara et al., 2019: 177). (3) Absorption refers to the degree of attention, interest, and focus of the employees about their work. It reflects the curiosity, attention, and dedication of employees. Absorption is associated with full concentration on work and reflects how much employees care about their jobs (Saarikoski et al., 2008: 1233).

2. METHOD

2.1. Research Model and Hypotheses

The model (Figure 1) and hypotheses showing the effect of perceived social support on work-life balance and work engagement have been developed as follows:

H1: There is a statistically significant relationship between perceived social support and work-life balance.

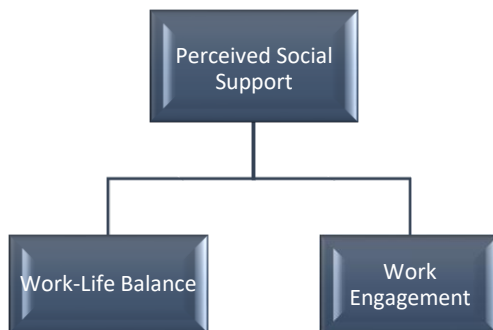**H2:** There is a statistically significant relationship between perceived social support and work engagement.

Figure 1. Research Model

2.2. Population and Sample of the Research

The population of the research consists of employees who work at public banks in Istanbul. According to the 2022 yearbook of the Banks Association of Turkey (TBB), 62,226 people work at public banks.

Using the sample size calculation table from Yazıcıoğlu and Erdoğan (2004), the sample size that represents this population was found to be at least 383 participants with a margin of error of 0.05.

The following formula was used to calculate the sample size:

$$n = \frac{N*\ t^2*p*q}{d^2(N-1) + t^2*p*q}$$

N= Population (62226 people)
n= Sample size
p= The probability of the event occurring (0.5)
q= The probability of the event not occurring (0.5)
t= t test level (1.96)
d= margin of error (0.05)

Random sampling method was used in this research and analyses were carried out with the data collected from 492 bank employees who voluntarily participated in the research.

Relationship analysis was carried out in the research. For this analysis, G*POWER 3.1 was used, and the minimum number of samples required was determined based on the power analysis results. Cohen (1988) and Prajapati et al. (2010) suggest in their study that the statistical power should be at $1-\beta = 0.95$. The significance level was determined as $\alpha = 0.05$. Power analysis results showed that the research is valid in terms

of relationship analysis if the sample size is 115 or above. Therefore, it was concluded that the sample size of 492 in total is suitable for drawing statistical inferences.

2.2. Data Collection Tool

In the research, data were obtained through a survey consisting of two parts. The first part of the survey includes questions about the demographic and general characteristics of the participants such as gender, education level, age, marital status, economic income and knowledge about concepts such as manager support, spouse support, work-life balance, and work engagement. The second part of the survey consists of questions related to perceived social support, work-life balance, and work engagement.

Perceived social support, Measured with the Multidimensional Scale of Perceived Social Support. In the validity and reliability studies conducted by Zimet et al. (1988) and Eker et al. (2001), this scale consists of three sub-dimensions and 12 statements: perceived social support from family, friends, or a special person. A 7-point Likert scale ranging from "definitely no" (1) to "definitely yes" (7) was used for the answers to this scale.

Work-life balance, Measured with the Work Family Life Conflict Scale. Developed by Netemayer et al. (1996) and adapted to Turkish by Efeoğlu (2006), this scale measures work-family and family-work conflicts with two sub-dimensions and 10 statements. A 5-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5) was used for the statements in the scale.

Work engagement, Measured with the Work Engagement Scale, which was developed by Schaufeli et al. (2002) and adapted to Turkish by Köse (2015) and consists of three sub-dimensions (vigor, dedication, and absorption) and 17 statements. A 5-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5) was used to answer the statements.

2.3. Statistical Analysis of Data

SPSS version 27.0 and AMOS version 23.0 were used for the statistical analysis of the research. The significance level was accepted as α=0.05. In the evaluation of the data, first, the percentage distribution values of the participants' demographic and general characteristics information were calculated. After applying explanatory and confirmatory factor analysis to test the construct validity of the data set, structural equation model was used to analyze the relationships to test the hypotheses.

3. FINDINGS

3.1. Validity and Reliability Analyses

For the reliability analysis of the survey, Cronbach's Alpha, Split, Parallel and Strict tests were applied to the data set. If the Cronbach Alpha value is 0.70 and above, it is known that the survey meets the reliability criteria and has internal consistency (Sart, 2020:61). Some researchers stated that this value should be above 75% (Sezgin and

Kınay, 2010:112; Sezgin, 2016:1286). Internal consistency and reliability are ensured if the results obtained from all criteria exceed 0.70 (Sart et al., 2018:120). Reliability analysis results of the survey applied in this research; Cronbach's Alpha = 0.902, Parallel = 0.903, Split = 0.901-0.904 and Strict = 0.902 (Table 1).

Table 1. Reliability Results of the Survey

Criteria	Reliability Results
Cronbach's Alpha	0.902
Split	0.901-0.904
Parallel	0.903
Strict	0.902

3.2. Demographic Findings

In this section of the research, frequency and percentage distribution of the demographic and general characteristics of the participants are presented (Table 2).

Table 2. Findings Regarding Demographic Characteristics

Variables	Groups	Frequency	Percentage
Gender	Female	248	50.4
	Male	244	49.6
	Total	492	100.0
Education	Associate degree	56	11.4
	Bachelor's degree	396	80.5
	Graduate Degree	40	8.1
	Total	492	100.0
Age	below 25	53	10.8
	25-30	87	17.7
	31-40	190	38.6
	41-50	130	26.4
	51 and above	32	6.5
	Total	492	100.0
Marital Status	Married	321	65.2
	Single	146	29.7
	Divorced/Widowed	25	5.1
	Total	492	100.0
Number of Children	No children	182	37.0
	1	121	24.6
	2	133	27.0
	3 and above	56	11.4
	Total	492	100.0
Monthly Income Perception	Less income than expenses	112	22.8
	Equal income to expenses	196	39.8
	More income than expenses	184	37.4
	Total	492	100.0

The demographic data of the participants presented in Table 2 shows that 50.4% of the 492 participants are female, 49.6% are male, and most of them have an

undergraduate degree (80.5%). A significant portion of the participants are between the ages of 31-40 (38.6%), 10.8% are under the age of 25, 17.7% are between the ages of 25-30, 26.4% are between the ages of 41-50, and 6.5% are aged 51 and over. The majority (65.2%) are married, 37% do not have children, 24.6% have 1 child, 27% have 2 children, and 11.4% have 3 or more children. In addition, 22.8% of the participants have a perception of income of "less income than expenses", 39.8% of "income equal to expenses", and 37.4% of "more income than expenses."

Table 3. Findings Regarding General Characteristics

Variables	Groups	Frequency	Percentage
Status of Receiving Manager Support	Yes	122	24.8
	No	197	40.0
	Sometimes	173	35.2
	Total	492	100.0
Status of Receiving Family Support	Yes	229	46.5
	No	127	25.8
	Sometimes	136	27.6
	Total	492	100.0
Status of Receiving Spouse Support	Yes	264	53.7
	No	98	19.9
	Sometimes	39	7.9
	Not applicable	91	18.5
	Total	492	100.0
Status of Work-Life Balance	Very bad	32	6.5
	Bad	62	12.6
	Average	178	36.2
	Good	157	31.9
	Very Good	63	12.8
	Total	492	100.0
Knowledge of the Concept of Work Engagement	Never heard of it	40	8.1
	Heard of it	70	14.2
	No idea	84	17.1
	Heard of it but don't know what it means	181	36.8
	Heard of it and know what it means	117	23.8
	Total	492	100.0

The data on general characteristics in Table 3 show that 24.8% of 492 participants stated that they received managerial support, 40% stated that they did not receive managerial support, and 35.2% stated that they sometimes received managerial support. It is understood that the majority of the participants receive family support (46.5%), 25.8% do not receive family support, and 27.6% sometimes receive family support. Again, it was determined that the majority of the participants (53.7%) received spouse support, 19.9% did not receive spouse support, 7.9% sometimes received support from their spouse, and 18.5% were not suitable to answer this question. 6.5% of the participants rated their work-life balance as "very bad", 12.6% as "bad", 36.2% as "medium", 31.9% as "good", 12% as "good" 8 rates it as "very

good". 8.1% of the participants had never heard of the concept of work engagement before, 14.2% had heard of it, 17.1% had no idea about it, 36.8% had heard of it but did not know its meaning, and 23.8% had heard of it. It is seen that he heard it and knew its meaning.

3.3. Exploratory Factor Analysis (EFA)

In the first stage of the explanatory factor analysis, the suitability of the data in the scale for factor analysis was tested and approved. In order to determine the factor structure, principal component analysis was carried out with the varimax rotation method. No inference was made as a result of the analysis since there was no expression below the value of 0.20 in the extraction column. Since the diagonal values in the anti-image correlation matrix of all three scales were above 0.50, the scales were used in their original form. It was observed that the perceived social support scale had factor weights between 0.60 and 0.79, the work-life balance scale between 0.66 and 0.80, and the work engagement scale between 0.60 and 0.76.

Table 4. Explanatory Factor Analysis Results

Perceived Social Support Scale	Percentage of Explained Variance	Cronbach's Alpha (CA)	Response Average
Family sub-dimension	%27.78	0.915	5.178
Friends sub-dimension	%22.14	0.913	5.114
A special person sub-dimension	%19.51	0.910	5.080
KMO= 0.922; Bartlett χ2=7416.39 and p= 0.000; Percentage of Explained Variance: %69.43			
Work-Life Balance Scale	**Percentage of Explained Variance**	**Cronbach's Alpha (CA)**	**Response Average**
Work-Family Conflict Sub-Dimension	%34.99	0.919	3.385
Family-Work Conflict Sub-Dimension	%31.46	0.918	3.027
KMO= 0.920; Bartlett χ2=8211.37 and p= 0.000; Percentage of Explained Variance: %66.45			
Work Engagement Scale	**Percentage of Explained Variance**	**Cronbach's Alpha (CA)**	**Response Average**
Vigor Sub-Dimension	%28.04	0.916	3.912
Dedication Sub-Dimension	%24.12	0.912	3.837
Absorption Sub-Dimension	%20.31	0.909	3.879
KMO= 0.921; Bartlett χ2=8912.42 and p= 0.000; Percentage of Explained Variance: %72.47			

In the factor structure, the eigenvalues of 2 factors for perceived social support, 2 factors for work-life balance, and 3 factors for work engagement are higher than 1 (Table 4). Kaiser-Meyer-Olkin (KMO) values of all three scales are above 0.70, therefore the sample adequacy is accepted to be at a good level. The perceived social support scale has a Kaiser-Meyer-Olkin (KMO) sampling adequacy of 0.922, the work-life balance scale 0.920, and the work engagement scale 0.921. Bartlett's sphericity test was carried out to measure the consistency of the variables to be analyzed. The test results are statistically significant for the perceived social support

scale ($\chi 2$=7416.39 and p= 0.000), the work-life balance scale ($\chi 2$=8211.37 and p= 0.001), and for the work engagement scale ($\chi 2$=8912.42 and p= 0.001).

3.4. Confirmatory Factor Analysis (CFA)

In the research, confirmatory factor analysis (CFA) was carried out to test the suitability of the factors resulting from explanatory factor analysis (EFA) with the hypothesized factor structures. Previously created models with this analysis reveal how and to what extent a group of observable variables explain the factors. In this direction, the first level CFA model was generated with the AMOS 23.0 program, and then the second level was created and the interdependent effects of the latent factors with these factors were tested (Figure 2).
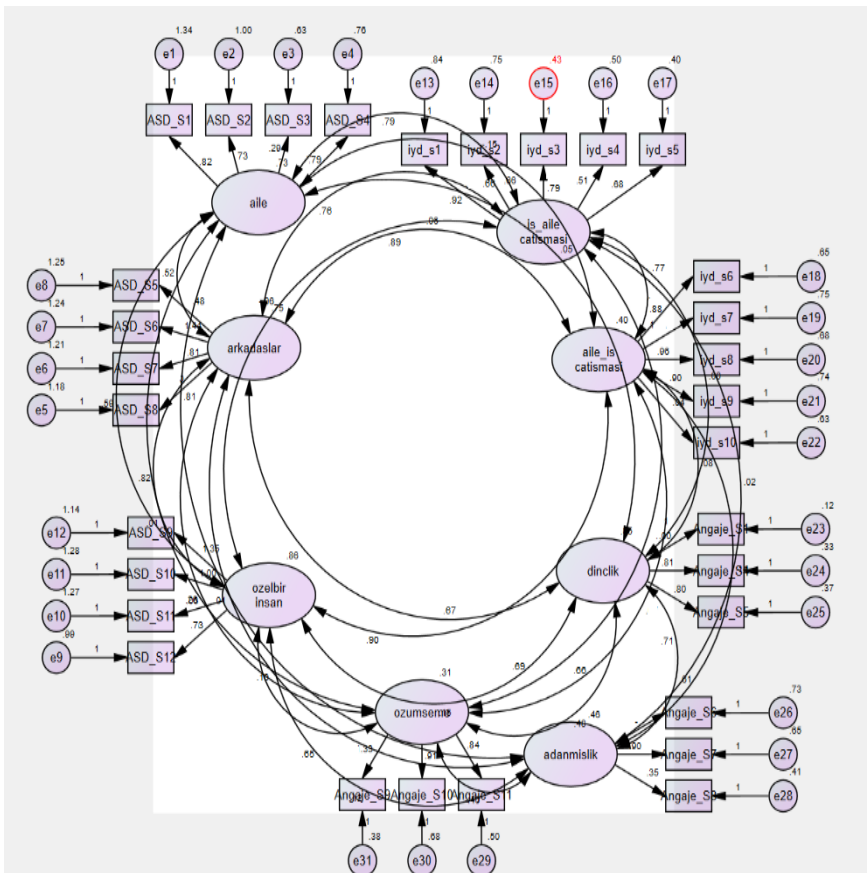

Figure 2. CFA Analysis Results
Table 5. CFA Goodness of Fit Results

Measurement (Fit Statistics)	Good Fit	Acceptable Fit	Research Model Value	Status of Fit

General Model Fit				
X^2 /sd	≤ 3	$\leq 4\text{-}5$	2.32	Good Fit
Comparative Fit Statistics				
NFI	≥ 0.95	0.94-0.90	0.931	Acceptable Fit
TLI (NNFI)	≥ 0.95	0.94-0.90	0.989	Good Fit
IFI	≥ 0.95	0.94-0.90	0.980	Good Fit
CFI	≥ 0.97	≥ 0.95	0.964	Acceptable Fit
RMSEA	≤ 0.05	0.06-0.08	0.045	Good Fit
Absolute Fit Indices				
GFI	≥ 0.90	0.89-0.85	0.956	Good Fit
AGFI	≥ 0.90	0.89-0.85	0.939	Good Fit
Residual Based Fit Index				
RMR	≤ 0.05	0.06-0.08	0.018	Good Fit

Resource: Kline (2011)

As seen in Table 5, the ratio was calculated as X2 /sd =2.32. A ratio below 3 indicates a "good fit." An NFI value between 0.931 and 0.94-0.90 indicates "acceptable fit." TLI (NNFI) and IFI values (0.989 and 0.980, respectively) above 0.95 indicate a good fit. While a CFI value (0,964) above 0.95 indicates an acceptable fit, the RMSEA value of 0.045 (≤ 0.05), the GFI value of 0.956 (≥ 0.90), the AGFI value of 0.939 (≥ 0.90), and the RMR value of 0.018 (≤ 0.05) indicate a good fit. Thus, the factor structure of the 3 scales was confirmed and structural equation model estimation was started.

3.5. Correlation Analysis

In the study, correlation analysis was conducted to determine the relationships between perceived social support, work-life balance, and work engagement (Table 6).

Table 6. CFA Goodness of Fit Results

		Perceived Social Support Dimension	*Family Sub-Dimension*	*Friends Sub-Dimension*	*A Special Person Sub-Dimension*	**Work-Life Balance Dimension**	*Work-family conflict sub-dimension*	*Family-work conflict sub-dimension*	**Work Engagement Dimension**	*Vigor Sub-Dimension*	*Dedication Sub-Dimension*	*Absorption Sub-Dimension*
Perceived Social Support Dimension	r	1.000	0.925**	0.935**	0.918**	-0.184**	-0.147**	-0.172**	0.105*	0.144**	0.089*	0.045
	p	.	0.000	0.000	0.000	0.000	0.001	0.000	0.019	0.001	0.047	0.317
Family Sub-Dimension	r		1.000	0.809**	0.770**	-0.179**	-0.147**	-0.163**	0.100*	0.139**	0.074	0.050
	p		.	0.000	0.000	0.000	0.001	0.000	0.027	0.002	0.102	0.264

Table 6 (cont.). CFA Goodness of Fit Results

Perceived Social Support Dimension	Family Sub-Dimension	Friends Sub-Dimension	A Special Person Sub-Dimension	Work-Life Balance Dimension	Work-family conflict sub-dimension	Family-work conflict sub-dimension	Work Engagement Dimension	Vigor Sub-Dimension	Dedication Sub-Dimension	Absorption Sub-Dimension
Friends Sub-Dimension	r	1.000	0.783**	-0.156**	-0.142**	-0.129**	0.146**	0.183**	0.119*	0.087
	p	.	0.000	0.000	0.002	0.004	0.001	0.000	0.009	0.052
A Special Person Sub-Dimension	r		1.000	-0.175**	-0.119*	-0.186**	0.045	0.077	0.054	-0.014
	p		.	0.000	0.008	0.000	0.321	0.088	0.230	0.755
Work-Life Balance Dimension	r			1.000	0.873**	0.858**	0.145**	0.093*	0.121*	0.182**
	p			.	0.000	0.000	0.001	0.039	0.007	0.000
Work-family conflict sub-dimension	r				1.000	0.498**	0.073	0.022	0.073	0.107*
	p				.	0.000	0.107	0.624	0.106	0.017
Family-work conflict sub-dimension	r					1.000	0.181**	0.142**	0.137**	0.210**
	p					.	0.000	0.002	0.002	0.000
Work Engagement Dimension	r						1.000	0.938**	0.873**	0.881**
	p						.	0.000	0.000	0.000
Vigor Sub-Dimension	r							1.000	0.750**	0.759**
	p							.	0.000	0.000
Dedication Sub-Dimension	r								1.000	0.617**
	p								.	0.000
Absorption Sub-Dimension	r									1.000
	p									.

Perceived social support dimension has a positive and statistically significant relationship with the family sub-dimension with 92.5% (r=0.925 p=0.000), with the friends sub-dimension with 93.5% (r=0.935 p=0.000), with the special person sub-dimension with 91.8% (r=0.918 p= 0.000), with the work engagement dimension with 10.5% (r=0.105 p=0.019), with the vigor sub-dimension with 14.4% (r=0.144 p=0.001), with the dedication sub-dimension with 8.9% (r= 0.089 p=0.047). On the other hand, it has a negative and statistically significant relationship with the work-life balance dimension with 18.4% (r=-0.184 p=0.000), with the work-family conflict sub-dimension with 14.7% (r=-0.147 p=0.001), with the family-work conflict sub-dimension with 17.2% (r=-0.172 p=0.000).

Family sub-dimension has a positive and statistically significant relationship with the friends sub-dimension with 80.9% (r=0.809 p=0.000), with work engagement dimension with 10% (r=0.100 p=0.027), with vigor sub-dimension with 13.9% (r=0.139 p=0.002). On the other hand, it has a negative and statistically significant relationship with work-life balance with 17.9% (r=-0.197 p=0.000), work-family

conflict sub-dimension with 14.7% (r=-0.147 p=0.001), and family-work conflict sub-dimension with 16.3% (r=-0.163 p=0.000).

Friends sub-dimension has a positive and statistically significant relationship with the special person sub-dimension with 78.3% (r=0.783 p=0.000), with work engagement dimension with 14.6% (r=0.146 p=0.001), with vigor sub-dimension with 18.3% (r=0.183 p=0.000), and with dedication sub-dimension with 11.9% (r=0.119 p=0.009). On the other hand, it has a negative and statistically significant relationship with work-life balance dimension with 15.6% (r=-0.156 p=0.000), with work-family conflict sub-dimension 14.2% (r=-0.142 p=0.002), and with family-work conflict sub-dimension with 12.9% (r=-0.129 p=0.004).

A special person sub-dimension has a negative and statistically significant relationship with work-life balance sub-dimension with 17.5% (r=-0.175 p=0.000), with work-family conflict sub-dimension with 11.9% (r=-0.119 p=0.008), and with family-work conflict sub-dimension with 18.6% (r=-0.186 p=0.000).

Work-life balance dimension has a positive and statistically significant relationship with work-family conflict sub-dimension with 87.3% (r=0.873 p=0.000), with family-work sub-dimension with 85.8% (r=0.858 p=0.000), with work engagement dimension with 14.5% (r=0.145 p=0.001), with vigor sub-dimension with 9.3% (r=0.093 p=0.039), with dedication sub-dimension with 12.1% (r=0.121 p=0.007), with absorption sub-dimension with 18.2% (r=0.182 p=0.000).

Work-family conflict sub-dimension has a positive and statistically significant relationship with family-work conflict sub-dimension with 49.8% (r=0.498 p=0.000) and with absorption sub-dimension with 10.7% (r=0.107 p=0.017).

Family-work conflict sub-dimension has positive and statistically significant relationship with work engagement dimension with 18.1% (r=0.181 p=0.000), with vigor sub-dimension with 14.2% (r=0.142 p=0.002), with dedication sub-dimension with 13.7% (r=0.137 p=0.002), and with absorption sub-dimension with 21% (r=0.210 p=0.000).

Work engagement dimension has a positive and statistically significant relationship with vigor sub-dimension with 93.8% (r=0.938 p=0.000), with dedication sub-dimension with 87.3% (r=0.873 p=0.000), and with absorption sub-dimension with 88.1% (r=0.881 p=0.000).

Vigor sub-dimension has a positive and statistically significant relationship with dedication sub-dimension with 75% (r=0.750 p=0.000) and with absorption sub-dimension with 75.9% (r=0.759 p=0.000).

Dedication sub-dimension has a positive and statistically significant relationship with absorption sub-dimension with 61.7% (r=0.617 p=0.000).

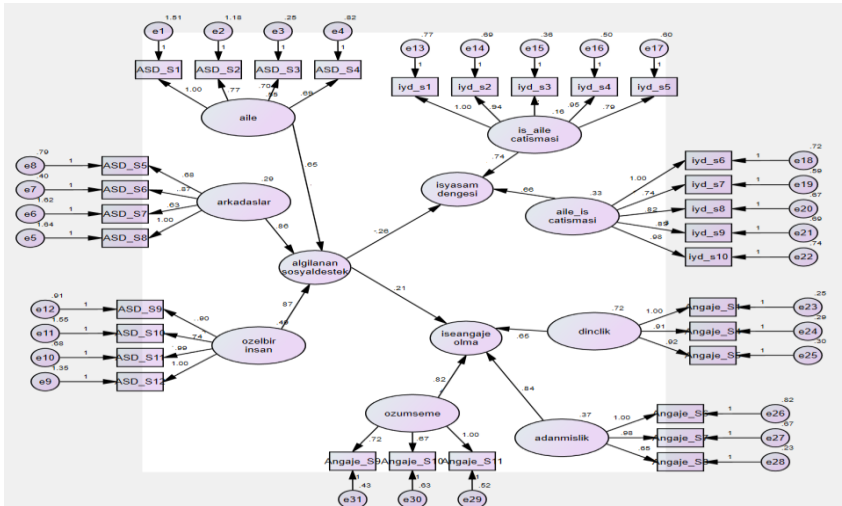### 3.6. Structural Equation Model (SEM)

Figure 3. SEM Prediction Results

Table 7. SEM Predictions Goodness of Fit Results

Measurement (Fit Statistics)	Good Fit	Acceptable Fit	Research Model Value	Status of Fit
General Model Fit				
X^2 /sd	≤ 3	$\leq 4\text{-}5$	2.06	Good fit
Comparative Fit Statistics				
NFI	≥ 0.95	0.94-0.90	0.977	Good fit
TLI (NNFI)	≥ 0.95	0.94-0.90	0.942	Acceptable fit
IFI	≥ 0.95	0.94-0.90	0.937	Acceptable fit
CFI	≥ 0.97	≥ 0.95	0.976	Good fit
RMSEA	≤ 0.05	0.06-0.08	0.034	Good fit
Absolute Fit Indices				
GFI	≥ 0.90	0.89-0.85	0.943	Good fit
AGFI	≥ 0.90	0.89-0.85	0.930	Good fit
Residual Based Fit Index				
RMR	≤ 0.05	0.06-0.08	0.041	Good fit

Resource: Kline (2011)

Table 7 shows that X^2 /sd = 2.06, and this value being below 3 indicates a "good fit." Since NFI value met the condition of being above 0.977 and 0.95, a good fit decision was made regarding this value as well. TLI (NNFI) value of 0.942 and IFI value of 0.937, which are in the range of 0.94-0.90, indicate an acceptable fit, CFI value of 0.976 indicates a good fit ($\geq$ 0.97), RMSEA value of 0.034 indicates a good fit ($\leq$

0.05), GFI value of 0.943 indicates a good fit ($\geq$0.90), AGFI value of 0.930 indicates a good fit ($\geq$0.90), and RMR value of 0.041 indicates a good fit ($\leq$0.05). As a result of the structural equation model (SEM) estimated goodness of fit criteria, it was determined that the estimated coefficients were interpretable (Figure 3).

Table 8. SEM Model Prediction Results

Structural relationship	Direction	Predicted coefficient	St. Error	t statistic	p	Result
PSS→WLB	-	-0.262	0.055	-4.763	0.000*	**Statistically significant relationship**
PSS→WE	+	0.213	0.034	6.264	0.000*	**Statistically significant relationship**

*Significant relationship for 0.05

When SEM prediction results are examined, it is seen that the perceived social support (PSS) dimension negatively affects work-life balance (WLB) significantly (β = -0.262, p <0.01). Since work-life balance is discussed here in terms of work-family and family-work conflicts, balance should be considered as a decrease in conflicts. Therefore, as perceived social support increases, conflicts will decrease. Perceived social support (PSS) has a significant positive effect on work engagement (WE) (β = 0.213, p < 0.01). Perceived social support (PSS) has the most impact on WLB, and secondly on WE (Table 8).

4. DISCUSSION

When the literature is examined, it is seen that research points out a positive situation. According to Pengilly and Dowd (2000), even if the results related to the factors (family-friend-special someone) that increase the psychological well-being of the employees vary, level of stress decreases and psychological well-being increases as the social support perceived by the employee increases. As Noor and Fatima, N., and Sahibzada (2012) suggest, achieving balance between work and family is a challenge for both employees and employers. According to Allen and Martin (2017), the issue of work-life balance is of increasing interest to staff of all types of organizations. Often, under usual circumstances, maintaining boundaries between various roles leads to stress and tension in an individual's life. According to Kirchmeyer (2000), having a good work-life balance is defined as being satisfied with all areas of life, and in this study, Kirchmeyer argues that achieving this balance is a matter of "managing one's time, energy, and other personal resources." In addition to these definitions, which provide a comprehensive understanding of the literature, another important factor of work-life balance is "simultaneous pressure" from different roles. According to Greenhaus and Beutell (1985), role conflict, which emphasizes the management of work-life balance, occurs when the time necessary for fulfilling one role makes it difficult to fulfill another one. According to Sanz-Vergel, A. I., and Rodríguez-Muñoz, A, (2013), the basic manager of personal resources (inputs) about

balance is not the individual, but expectations and responsibilities from roles can also be an indicator. Clarke et al. (2004) state that Work-Life Balance (WLB) is about "maintaining a sense of balance or general harmony in life." Clark (2000) defines work-life balance as "satisfaction and good functionality both at work and at home with minimal role conflict." Frone (2003) and Greenhaus et al. (2003) refer to the term work-life balance as 'work-family balance'; Clark et al. (2004) refers to it as 'work-family harmony'; and Grady et al. (2008) refer to it as 'work-life balance.' Burke (2000) refers to 'work-personal life balance'. European Foundation for the Improvement of Living and Working Conditions argues that poor work-life balance reduces the quality of life of employees (Wallacevd., 2007). In the literature regarding organizational behavior published by the European Parliament in 2019 within the scope of the Directive countries, the spread corresponds to the fluctuating effect of various aspects of life on each other. In the current state of the working culture, there are different spaces in which individuals must fulfill certain responsibilities such as family and work. Each of these spaces has specific demands on individuals' time, energy, and effort. Considering that these resources are limited for each individual, the demands from these roles intersect and negatively affect each other when they reach a higher level than the individual can respond. On the other hand, success in one area can lead to higher motivation in the other, and these different roles can complement each other. Similarly, another study suggests that individuals should "attach equally" to the various roles they have in different aspects of life in order to maintain a positive balance. According to Iyer and Israel, (2012), a working environment consisting of individuals with high perceived social support can be achieved. According to Bakker and Leiter (2010), there is evidence that small or large-scale human resources activities for employees can increase communication satisfaction of employees. They state that human resources departments have found convincing data that engaging in work leads to more creativity and increases the brand's customer satisfaction and low employee turnover.

According to literature reviews, activities that increase perceived social support helps employees achieve work-life balance and work engagement.

FINDINGS

The aim of this study has been to reveal the effect of perceived social support on work-life balance and work engagement through the analysis of data collected from 492 participants that work at various public banks. Structural equation modeling (SEM) was utilized to test and predict the causal relationships and to verify structural theories. According to the SEM estimation results, the perceived social support (PSS) dimension has a significant and negative effect on work-life balance (WLB) (β = -0.262, p <0.01). Since work-life balance here is considered in terms of work-family and family-work conflicts, what is meant by this concept is a decrease in conflicts. Therefore, conflicts will decrease as perceived social support increases. Perceived social support (PSS) positively and significantly affects the level of work engagement (WE) (β =0.213, p <0.01). Perceived social support (PSS) dimension is most effective on work-life balance and secondly, on work engagement. As a result of the research, it was confirmed that perceived social support has an effect on work-life balance and work engagement. Therefore, the H1 and H2 hypotheses of the research were accepted. While increasing the level of social support of employees

increases their ability to cope with work stress, it also strengthens their feelings of satisfaction and commitment in the workplace. On the other hand, with the awareness of the employee whose social support increases, the level of perception of social support increases as well. In terms of work-life balance, social support creates opportunities for employees to cope more effectively with the challenges in both their work and private lives. Social support mechanisms play a vital role for individuals working in challenging and competitive sectors (Doğrul and Tekeli, 2010:11). In professions such as the banking sector, where regulations are high and working with minimum operational error is crucial, social support mechanisms should contribute directly to the long-term well-being and productivity of employees. The nursery allowance payment provided by some public banks in Turkey to the employee increases the social support of the employee and creates a source of motivation for work engagement. In terms of work engagement, it has been observed that perceived social support increases the commitment and motivation of employees to their work. Especially in the banking sector, where intense competition and constantly changing market conditions prevail, it is a critical factor that employees can make a balanced transition between their work and private lives (Azim, Al-Halawani, 2020:166). After the pandemic, the hybrid working model was implemented by some banks, while other banks left this model on the grounds that the employees' work engagement was more difficult in the hybrid model. In order to correctly determine the social support model to be applied, the decision should be made according to the organizational culture, the stress level of the job, and the way the business processes progress. Banks' efforts to integrate business life into private life by organizing more training programs for their employees and increasing the time spent by employees in the institution with various activities may force employees to establish a work-life balance. It can be recommended to provide in-house training during working hours in order to increase employee motivation. In this way, employees will feel more valuable and have higher levels of work motivation. Perceived social support has a significant positive effect on work-life balance and work engagement. As in this study, it was concluded in different studies in the literature that perceived social support had a positive and significant relationship with work-life balance and work engagement. According to Arslan and Demir (2017), social support helps employees approach their jobs with more energy and passion, perform higher in their jobs, and show more dedication to work. This increases overall morale and productivity in the workplace, while reducing turnover rates. In the banking sector, where corporate memory is important, high turnover can directly affect business profitability. Banks that do not want to lose their customers should first adopt human resources policies related to the satisfaction of the employee, which is called internal customer. With this perspective, an employee profile with an increased tendency to work psychologically can be obtained. Employees who have a high level of work engagement often experience less stress and have higher job satisfaction. In the banking sector, which has a very high level of stress, the effects of the employee who has achieved a level of health and well-being on work efficiency cannot be ignored. This contributes to the improvement of general well-being in the workplace and the psychological health of employees (Anguera, et al., 2011:11). It can be suggested that the organizational culture should adopt a social support perspective, include it in human resources policies, see the

employee as an internal customer, measure the efficiency provided in this context and consider it as a whole.

ALGILANAN SOSYAL DESTEĞİN İŞ YAŞAM DENGESİNE VE İŞE ANGAJE OLMAYA ETKİSİ

1.GİRİŞ

Teknolojik gelişmeler ile bilgiye ulaşmak daha kolay bir hale gelmiştir. Bu durum örgütlerin kısa zamanda daha çok iş yaparak daha fazla kar sağlamalarına olanak tanımıştır. Çalışanlardan maksimum performans sağlamak isteyen örgütler, iş adaptasyonu yüksek personellerle çalışma isteğini karşılamak amacıyla birçok sosyal destek politikalarına ihtiyaç duymuşlardır. Böylece algılanan sosyal destek işletmeler için önemli bir unsur olmuştur. Son dönemde pandemi ile, yaşanan değişim ve gelişmelere bakıldığında, her sektör kendi örgüt kültürüne göre bireylerin psikolojik davranışlarını ve eğilimlerini yönetebilmeyi çabalamaktadır. Firmaların çalışanları için daha fazla eğitim programları düzenlemesi, sosyal içerikli aktiviteleri iş hayatı ile entegre etme çabaları bireylerin zaman zaman iş yaşam dengesini kurmasını zorlaştırabilir. Özellikle, pandemi ile evden çalışma ve uzaktan eğitim sistemi hızlıca hayatımıza entegre olmuş bu da birçok çalışanın farkında olmadan iş yaşam dengesini etkilemiş, sosyal desteğin önemi de artmıştır. Sosyal destek algısının iş yaşantısındaki başarı, devamlılık ve işe angaje olma haline katkı sağladığı düşünülmektedir. Bankacılık sektörü gibi operasyonel risklerin geri dönüşünün olmadığı sektörlerde işe angaje olarak çalışan personelin operasyonel riskinin daha düşük olduğu söylenebilir. İşe angaje olma, modern iş dünyasında giderek daha fazla önem kazanan bir kavramdır. Kurumlar, çalışanlarının işe angaje olma durumunu artırmak için çeşitli stratejiler uygulayabilirler. Bunlar arasında, çalışanların kişisel ve profesyonel gelişimlerini desteklemek, iş yerinde pozitif ve destekleyici bir kültür oluşturmak, çalışanların işlerine olan katkılarını tanımak ve takdir etmek yer almaktadır. İşe angaje olan çalışanlar hem kendileri hem de şirketleri için daha iyi sonuçlar yaratmada kritik bir rol oynarlar. İş-yaşam dengesi (WLB) baskılarıyla dikkati dağılan çalışanlar, şirketlere üretkenlik kaybı, devamsızlık, işten ayrılma, durumlarının yanı sıra tıbbi harcamalar ve iş geliri üzerinde zarar gibi çeşitli şekillerde maliyet getirmektedir. İşverenin bu maliyetlere katlanması aynı zamanda bu durumun şirketin iş hacmini etkilemesi çalışan ile iş ilişkisini bitirmesine sebep olabilir. Sosyal destek mekanizmalarının var olması, çalışanların hem iş hem de özel yaşamlarını nasıl etkilediğini ve bu etkinin işe angaje seviyelerine olan yansımaları incelenmektedir. Bu bağlamda toplumda algılanan sosyal destek düzeyinin yükselmesi işsizlik oranının düşmesine, refah düzeyi yüksek aile sayısının artmasına etki edebilir. Örgütler insan kaynakları süreçlerinde, çalışanların iş yaşam dengesini kurabilme potansiyelini ölçümlemekle birlikte, işe angaje olma durumlarını da inceleyebilmektedir. Algılanan sosyal desteği var olan çalışan örgütlerin içerisinde daha uzun süre kalabileceği gibi, kurumsal hafızaya önem veren kuruluşlar tarafından da tercih sebebi olabilir Çalışanların algılanan sosyal destek düzeylerini arttırmak ve iş motivasyonunu yükseltmek için iş yerinde sunulan esnek çalışma düzenlemeleri ve kurumsal sosyal sorumluluk aktiviteleri olarak belirlenebilir.

778

2. YÖNTEM

Anket çalışması "deneysel olmayan nicel araştırma" tasarımına dayanmakta ve tarama yöntemi olarak uygulanan bir saha taramasını içermektedir. Bu saha tarama modelinde, katılımcı görüşleri yazılı olarak alınan bir anket yöntemi tercih edilmiştir.

Çalışmada kullanılan ölçekten elde edilen verilerin analizi IBM SPSS 27.0 ve AMOS 23.0 paket programları kullanılarak gerçekleştirilmiştir. İlk aşamada, anketin demografik ve genel bilgileri içeren bölümünden elde edilen verilerin yüzde ve sıklık dağılımları sunulacaktır. Ayrıca, ölçeklere verilen cevapların yüzde ve sıklık dağılımları ile ortalama cevap ve st.sapma değerleri bulunmuştur. İkinci aşamada, çalışmada kullanılan ölçeklere yönelik açıklayıcı faktör analizi (AFA) uygulanmıştır. Ölçeğin yapı geçerliliği için ek olarak doğrulayıcı faktör analizi (DFA) gerçekleştirilmiştir. Korelasyon analizi ile modelsiz ilişkiler belirlenmiştir. Son aşamada, ilişkilerin belirlenmesine ve hipotezlerin test edilmesine yönelik yapısal eşitlik modeli (YEM) uygulanmıştır.

3. BULGULAR

YEM tahmin sonuçlarına göre; algılanan sosyal destek (ASD) boyutu iş-yaşam dengesi (İYD) üzerinde negatif yönde anlamlı etkilidir (β =-0.262, p <0.01). Buradaki iş yaşam dengesi iş-aile ve aile-iş çatışmaları açısından ele alındığından dengeden kasıt çatışmaların azalması olarak algılanmalıdır. Bu nedenle, algılanan sosyal destek arttıkça çatışmalar azalacaktır. Algılanan sosyal destek (ASD) boyutu işe angaje olma (İAO) üzerinde pozitif yönde anlamlı etkilidir (β =0.213, p <0.01). Algılanan sosyal destek (ASD) boyutu en çok İYD üzerinde etkili, ikinci olarak İAO üzerinde etkilidir.

4. TARTIŞMA

Türkiye'deki kamu bankası çalışanları üzerinde gerçekleştirilen bu uygulamalı araştırmada, Kamu Bankalarında, algılanan sosyal desteğin, iş, yaşam dengesine ve işe angaje olmaya olan etkilerinin incelenmesi amaçlanmaktadır.

Konuyla ilgili literatür incelendiğinde, algılanan sosyal destek kavramıyla ilgili birçok araştırmanın, farklı kavramlar arasındaki ilişkileri incelediği gözlemlenmiştir. Fakat bankacılık sektöründe algılanan sosyal desteğin, iş yaşam dengesi ve işe angaje olmaya etkisine yönelik bir araştırma bulunmaması sebebiyle, yapılmış olan bu araştırma literatüre büyük katkı sağlayarak sonraki araştırmacılara yol gösterecektir.

5.SONUÇ

Algılanan sosyal desteğin, iş yaşam dengesine ve işe angaje olmaya pozitif yönde etkileri olacağından, algılanan sosyal desteğinin sağlanması çalışanların iş stresiyle başa çıkma yeteneklerini artırırken, aynı zamanda iş yerindeki tatmin ve bağlılık duygularını da güçlendirmektedir. Çalışanların sağlıklı bir iş-özel yaşam dengesi kurmaları, onların uzun vadeli refahına ve iş yerindeki verimliliklerine doğrudan

katkıda bulunmaktadır. İşverenler ve insan kaynakları yöneticileri için bu bulgular, çalışanların refahını ve iş yerindeki performansını artırmak amacıyla sosyal destek sistemlerini güçlendirme ve geliştirme yönünde olması gerektiği düşünülmektedir. Daha fazla enerji ve tutkuyla işine bağlanan çalışan profili, iş yerindeki genel moral ve üretkenliği artırırken, işten ayrılma oranlarını azaltma olduğu tahmin edilmektedir.

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KATKI ORANI / *CONTRIBUTION RATE*	AÇIKLAMA / *EXPLANATION*	KATKIDA BULUNANLAR / *CONTRIBUTORS*
Fikir veya Kavram / *Idea or Notion*	Araştırma hipotezini veya fikrini oluşturmak / *Form the research hypothesis or idea*	Didar YILDIRIM Şule DARICAN
Tasarım / *Design*	Yöntemi, ölçeği ve deseni tasarlamak / *Designing method, scale and pattern*	Didar YILDIRIM Şule DARICAN
Veri Toplama ve İşleme / *Data Collecting and Processing*	Verileri toplamak, düzenlenmek ve raporlamak / *Collecting, organizing and reporting data*	Didar YILDIRIM
Tartışma ve Yorum / *Discussion and Interpretation*	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / *Taking responsibility in evaluating and finalizing the findings*	Didar YILDIRIM Şule DARICAN
Literatür Taraması / *Literature Review*	Çalışma için gerekli literatürü taramak / *Review the literature required for the study*	Didar YILDIRIM