

ÇALIŞANLARIN İŞ-YAŞAM UYUMLARI VE TÜKENMİŞLİKLERİ ARASINDAKİ İLİŞKİDE SOSYAL DESTEĞİN ARACILIK ETKİSİ*

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Öz

Araştırmanın temel amacı, iş-yaşam uyumu ile tükenmişlik arasındaki ilişki üzerinde sosyal desteğin aracılık etkisini araştırmaktır. Araştırmanın örnekleme; perakende, lojistik, hizmet, eğitim ve sanayi sektörlerini kapsamaktadır. Rastgele örnekleme yöntemi ile 261 çalışan arasında web tabanlı bir anket yapılmıştır. Teorik çerçeve doğrultusunda araştırma için uygun yöntem aracılık analizidir. Aracılık etkisi SPSS 20.0 istatistik yazılım programı ve PROCESS eklentisi ile hesaplanmıştır. Araştırma, iş-yaşam uyumu ile tükenmişlik arasındaki ilişkiyi araştırarak alanyazına katkı sağlamayı amaçlamaktadır; bununla birlikte, sosyal desteğin aracılık etkisi analiz edilmiştir. Araştırma bulguları, bir çalışanın iş-yaşam uyumu olduğunda, duygusal tükenme seviyesinin düşük olabileceğini göstermektedir. Tam aksine, kişisel başarı ve insanlarla ilgilenme düzeyi yüksek olabilmektedir. Bununla birlikte, iş-yaşam uyumu ve kişisel başarı arasındaki ilişkide bilgisel ve maddi desteğin aracılık etkisi olduğu görülmektedir. Ayrıca, çalışanların tükenmişlik hissini önlemek için örgütlerin, iş-yaşam uyumunu sürdürülebilir hale getirecek politikalar geliştirmelerinin ve politikaların örgüt içindeki yöneticiler ve çalışanlar tarafından desteklenerek uygulanmasının önemli olduğu görülmektedir.

Anahtar Kelimeler: Sosyal Destek, Tükenmişlik, İş-Yaşam Uyumu, Aracılık Etkisi, Duygusal Destek, Bilgisel ve Maddi Destek

THE MEDIATING EFFECT OF SOCIAL SUPPORT BETWEEN EMPLOYEES' WORK-LIFE ACCORDANCE AND BURNOUT

Abstract

The main aim of the present research is observing the mediating effect of social support on the linkage between work-life accordence and burnout. Research sample comprises retailing, logistics, service, education and industry sectors. A web-based survey is conducted among 261 employees via random sampling method. In the direction to the existing theoretical framework, appropriate method for the research is mediation analysis. Mediating effect is calculated by PROCESS macro within SPSS 20.0 statistical software package program. The research seeks to offer a contribution to the extent literature by exploring the relationship between work-life accordence and burnout; moreover, it is attempted to analyze mediating effect of social support. Research findings demonstrate that if an employee has work-life accordence, his/her level of emotional exhaustion should be low; by contrast, personal accomplishment and involvement with people levels might be high. On the other hand, there is mediating effect of informational and instrumental support on the relationship between work-life accordence and personal accomplishment. Furthermore, in order to prevent employees' feeling of burnout, it is important for organizations to have policies which aim stabilizing the work-life accordence and to implement them by being supported by managers and employees in the organization.

Keywords: Social Support, Burnout, Work-Life Accordence, Mediating Effect, Emotional Support, Informational and Instrumental Support

1. Introduction

Over the years, in the literature there has been considerable amount of studies in the field of social support and burnout. Due to the belief that this increase has been a consequence of change in work's structure. Adequate researches have observed the linkage between work-life

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balance and burnout (Chiang, Birtch & Kwan, 2010). Likewise, plenteous amount of studies points out the relationship between social support and burnout (Etzion, 1984; Fırat & Kaya, 2015; Halbesleben, 2006; Novara, Garro & Di Rienzo, 2015; Smoktunowicz et al., 2015; Umene-Nakano et al., 2013; Woodhead, Northrop & Edelstein, 2014; Yürür & Sarıkaya, 2011).

These studies which are related to either social support and burnout or work-life balance and burnout are occasionally examined in the field of health, education and defense. The samples of these studies usually consists of teachers (Avanzi, Schuh, Fraccaroli & Dick, 2015; Hakanen, Bakker & Schaufeli, 2006; Otacıoğlu, 2008); doctors (Umene-Nakano et al., 2013); academicians (Kutunis & Karakiraz, 2013; Moeller & Chung-Yan, 2013); nurses (Altay, Gönener & Demirkıran, 2010; Constable & Russell, 1986; Demir, 2010; Nie et al., 2015) and police officers (Novara, Garro & Di Rienzo, 2015).

The remainder of the research is organized as follows. First, theoretical background of work-life accordance, burnout and social support are carefully reiterated in Section 2. Section 3 shows the methodology, research model and mediation analysis. Finally, Section 4 concludes the research results.

2. Conceptual Framework and the Literature Review

As was pointed out in the introduction to this paper, this section presents the concepts, definitions and previous researches in the literature. While a variety of definitions of the term work-life balance have been suggested in the literature, it is necessary here to clarify that work-life accordance investigated here is a dimension and a subscale of work-life balance in Turkish version of work-life balance scale of Apaydın (2011). Consequently, it is recommended that research and the results should be interpreted in this context.

2.1. Work-Life Accordance

According to Zedeck (1987, p. 10) work is a sequence of tasks carried out in accordance with the objectives of a specific purpose or mind; therefore, it is argued that there is no restriction on where the work is done. Due to the fact that work has an economic value; moreover, it is possible for all household duties and activities to be affordable, home work is also considered as a work.

Noon & Blyton (2007, p. 356) define the work-life balance as the ability to successfully maintain one's work and non-work life without overpressure that would harm someone else's experience. A further definition is given by Byrne (2005, p. 54; cited in Pichler, 2009) who describes work-life balance as the ability to balance five areas of life; including work, family, friends, health and the mood of the individual.

In line with the existing literature work-life accordance could be defined as it is the ability that one can plan life, duties and works, can decide the priorities, manage workload, take time for hobbies, can separate time for work and life appropriately and able to establish balance between work and personal life. In this context, work-life integration has various effects on individuals and organizations. Lewis (2001) suggests that part-time working contributes to achieve work-life accordance. Wise & Bond (2003) point out that employees who work in organizations that support the work-life accordance have less stress and work absence, on the contrary they are more motivated.



Work-life accordance is shown as an important factor affecting turnover, stress, organizational loyalty, job satisfaction and productivity in the workplace (Parris, Vicker & Wilkes, 2008; Thomas & Ganster, 1995).

2.2. Burnout

According to a definition provided by Shirom (1989, p. 33) burnout is compound of physical fatigue, emotional exhaustion and cognitive fatigue.

The term burnout is challenging to define, however the most common of which is the deviation index between what people are and what they have to do. A further definition is given by Maslach & Leiter (1997, p. 17) is the erosion of values, dignity, spirituality and willpower. Smoktunowicz et al. (2015) point out that high job demands are indirectly related to harmful business behaviors and that they play mediating role in burnout. More precisely, when social support is low, job demands are associated with higher burnout.

Studies by Armsden & Greenberg (1987), Banaz (1992), Bayram (1999), Cheng (1997), Compas, Wagner, Slavin & Vannatta (1986) and Soylu (2002) indicate that perceived social support has statistically significant relationships with depression, anxiety, suicidal behaviors and stress. Likewise, in the researches of Jacobs & Dodd (2003), Pazin (2000) and Weaver (2000) the relationship between burnout and social support has been examined and researchers state that perceived social support is related to burnout; furthermore, it has been determined that support from friends and a consultant is important. Similarly, it is argued in a recent study that perceived social support in the workplace reduces teachers' burnout (Ju, Lan, Li, Feng & You, 2015).

In the same way, researches on burnout show that social support has both direct and mediating effect (Jenkins & Elliott, 2004; Schaufeli & Greenglass, 2001). According to Schaufeli & Greenglass (2001) employees who receive emotional, informational or instrumental social support feel less exhausted as they feel they have control.

2.3. Social Support

Although differences of opinion still exist, there appears to be some consensus that according to Shumaker & Brownell (1984) social support refers to the exchange of resources between at least two people with the intent of making the recipient good.

Zimet, Dahlem, Zimet & Farley (1988) state that sources of social support may be classified into family, friends and significant other; furthermore, in organizational context it is considered as colleagues and managers in business life. Karasek & Theorell (1990, p. 6) define social support as beneficial social interactions that are experienced with managers and colleagues in the workplace.

Goulding & Reed (2006) and Noon & Blyton (2007, p. 371) point out that personal communities such as friends, close relatives and neighbors are the sources of support for life, family responsibilities and successful careers.

With respect to benefits of social support, it is argued that should the organizations provide social support, work-life conflict might reduce by family-friendly policies (Anderson, Coffey & Byerly, 2002; Hammer, Allen & Grigsby, 1997; Selvarajan, Cloninger & Singh,



2013). Consequently, it might be recommended that organizations had better focus on developing efficient work-life and social support policies.

Consistent with these researches according to Wrzesniewski & Dutton (2001) employees tend to be successful when they share resources or receive support from colleagues. Another significant aspect of social support is associated with positive health benefits in some studies (Boren & Veksler, 2011). Social support is presumably the most well-known situational variable that has buffering effect on work stress and burnout (Haines, Hurlbert & Zimmer, 1991; Johnson & Hall, 1988; Van der Doef & Maes, 1999).

In the similar way, there is a significant relationship between the inadequacy of social support and the difficulties in achieving work-life balance and high emotional exhaustion. Besides, there is a significant relationship between increasing social support and increasing personal success (Umene-Nakano et al., 2013). To put it more precise, individuals who feel the positive effect of social support are less affected by stress (Dahlem, Zimet & Walker, 1991, p. 760). Likewise, personal accomplishment levels of teachers who received emotional social support are found to be higher (Kahn, Schneider, Jenkins-Henkelman & Moyle, 2006, p. 801). In researches on burnout, social support is found a predictor of burnout; especially social support from friends and the significant other person (Jacobs & Dodd, 2003; Kovach, 2002).

As far as Bates & Toro (1999) concerned, social support has a strong buffering effect against the stress. According to Kalimo, Pahkin, Mutanen & Topipinen-Tanner (2003) social support inadequacy is the predictor of burnout.

3. Methodology and Research Model

With respect to the methodology, in direction to the existing theoretical background, proper estimation method for the research is mediation analysis. Mediation analysis can be implemented by SPSS 20.0 software and PROCESS macro. In fact, mediation analysis refers to Ordinary Least Squares method from multiple regression methods. Mediation analysis assures estimating direct, indirect and total effects of X.

In order to be able to determine the effect in such situations that is empirically tested for causal processes involving a mediating variable, the effect of X on M should be revealed along with the effect of M on Y. In this context, the mediation model is statistically composed of two linear models:

$$M=i_1+aX+e_M \quad (1.1)$$

$$Y=i_2+c'X+bM+e_Y \quad (1.2)$$

i_1 and i_2 are regression boundaries; e_M and e_Y are error variables that predict M and Y; a, b, and c' represent the regression coefficients. By combining these two equations, OLS (Ordinary Least Squares) smallest squares regression analysis can be performed by using PROCESS macro within SPSS statistical program software (Hayes, 2013, p. 90).

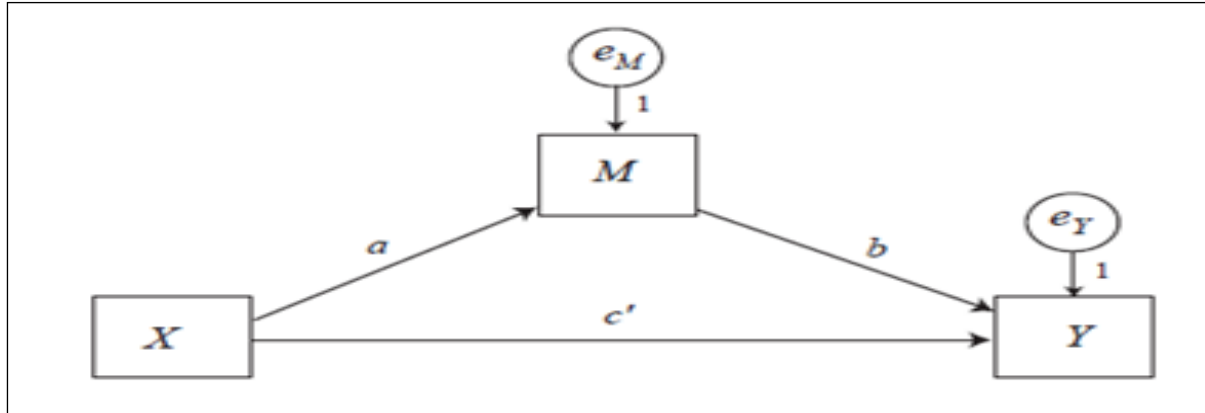


Figure 1. Mediation model path diagram (Hayes, 2013, p. 91)

3.1. Research Sample and the Application

The research sample comprises 5 sectors. 80 of the employees (30.65%) work in retailing sector, 64 employees (24.52%) work in education sector, in the similar way 64 employees (24.52%) work in service sector, 31 employees (11.88%) work in industry sector and 22 employees (8.43%) work in logistics sector.

123 women (47.13%) and 135 men (51.72%) participated in the survey. 101 of the participants (38.70%) are in the age range of 18-29 years, 88 of the participants (33.72%) are in the age range of 30-39 years, 53 of the participants (20.31%) are in the age range of 40-55 years and 18 of the participants (6.90%) are 56 or older. 118 of the participants (45.21%) are single and 134 of the participants (51.34%) are married.

In terms of the data collection process and measurement tools in the study, Apaydın's (2011) work-life balance scale and work-life accordance subscale, Turkish version of burnout scale that Ergin (1992) adapted from Maslach & Jackson (1986) and the social support scale of Torun (1995) are applied.

3.2. Reliability and Factor Analysis

As was pointed out in the introduction to this research, this section moves on to focus on statistical analysis. Initially, reliability analysis is performed separately for three scales related to the concepts. Reliability analysis of the work-life balance scale and work-life accordance subscale (Apaydın, 2011) and the reliability analysis of the Turkish version (Ergin, 1992) of Maslach & Jackson's (1986) burnout scale and Torun's (1995) social support scale is implemented

Cronbach Alpha coefficients are calculated and scale reliability is analyzed (İslamoğlu & Alıaçık, 2014, p. 283). As a result of the reliability analysis of the social support scale the Cronbach's Alpha value is calculated as .959 and the reliability of the scale is found to be high.



Table 1. Reliability Statistics of the Scales

	Cronbach's Alpha	Cronbach's Alpha Based on Standard Items
Social Support Scale	.959	.961
Work-Life Accordance Scale	.725	.708
Burnout Scale	.844	.816

As a result of the reliability analysis of the work-life accordance scale, Cronbach's Alpha value is calculated as .725. As a result of the reliability analysis of the burnout scale, Cronbach's Alpha value is measured as .844. Therefore, it can be said that the reliabilities of the scales are high.

Due to the confirmatory factor analysis, social support and burnout scales can not be explained with a single factor; therefore, descriptive/exploratory factor analysis is required. In order to apply factor analysis, Keiser-Meyer-Olkin coefficient should be higher than .60; moreover, the result of the Bartlett sphericity test should be significant ($p < .05$) (İslamoğlu & Alnıaçık, 2014, p. 396).

Table 2. KMO, Bartlett Test, R^2 and p Values of the Scales

	KMO	Bartlett	R^2	p
Work-Life Accordance Scale	.725	254	6.75%	$p < .001$
Social Support Scale	.956	171	66.35%	$p < .001$
Burnout Scale	.908	231	64.59%	$p < .001$

As a result of exploratory factor analysis, varimax vertical rotation technique is applied and social support scale is explained with 2 factors. As seen in Table 2 the calculated cumulative variance of the scale is 66.35%. Factors are named as emotional support (ES) and informational and instrumental support (IIS). Regarding to work-life accordance scale, it is explained with one factor and its variance is 6.75%. With respect to the factor analysis performed on the burnout scale, the Keiser-Meyer-Olkin sample adequacy value is calculated as .908. This result is interpreted as an excellent sample adequacy. The result of the Bartlett sphericity test which tests the validity of the model is 231, and it is significant at $p < .001$ level. Therefore, it can be said that factor analysis can be done. As a result of the exploratory factor analysis, varimax vertical rotation technique is applied and findings are similar to those of Torun (1995) and the scale is explained with 4 factors. The reported cumulative variance of the scale is 64.59%. Factors are named as that Maslach & Jackson (1986) originally defined; depersonalization, emotional exhaustion, personal accomplishment and involvement with people.

3.3. Mediation Analysis and Research Findings

The data of the study are evaluated by mediation analysis. Analysis and model calculations are done with PROCESS macro within SPSS 20.0 software. In this part of the study the total, direct and indirect effects of social support on employees' work-life accordance and burnout are examined.



Table 3. Model Summary of Work-Life Accordance and Depersonalization Perceptions of Employees*

	Model Summary: ES, IIS (M ₁ , M ₂)					Model: WLA (X)**				Model: D (Y)***			
	R	R ²	MSE	F	p	coeff (a)	p	LLCI	ULCI	coeff (b)	p	LLCI	ULCI
ES	.10	.01	.99	2.61	.108	.100	.108	-.022	.222	-.040	.513	-.161	.081
IIS	.32	.10	.90	28.92	.000	.317	.000	.201	.434	-.238	.000	-.365	-.111

* Emotional Support (ES), Informational and Instrumental Support (IIS), Work-Life Accordance (WLA), Depersonalization (D)

** For WLA c'=.073

*** For D R=.23, R²=.05, MSE=.96, F=4.65, p=.004

Regression equation of the model can be shown as;

$$M_{ES}=i_1+aWLA+e_M \text{ and } D=i_2+b(i_1+aWLA+e_M)+c'WLA+e_Y \text{ then;}$$

$$M_{ES}=i_1+.100WLA+e_M$$

$$D=i_2+[-.040(i_1+.100WLA+e_M)]+.073WLA+e_Y$$

$$M_{IIS}=i_1+aWLA+e_M \text{ and } D=i_2+b(i_1+aWLA+e_M)+c'WLA+e_Y ;$$

$$M_{IIS}=i_1+.317WLA+e_M$$

$$D=i_2+[-.238(i_1+.317WLA+e_M)]+.073WLA+e_Y$$

Emotional support for depersonalization (LLCI=-.161, ULCI=.081, includes 0) is not statistically significant, p=.513 value confirms that it is not significant. Informational and instrumental support (LLCI=-.365, ULCI =-.111, does not include 0) is statistically significant, p=.000 value confirms that it is significant.

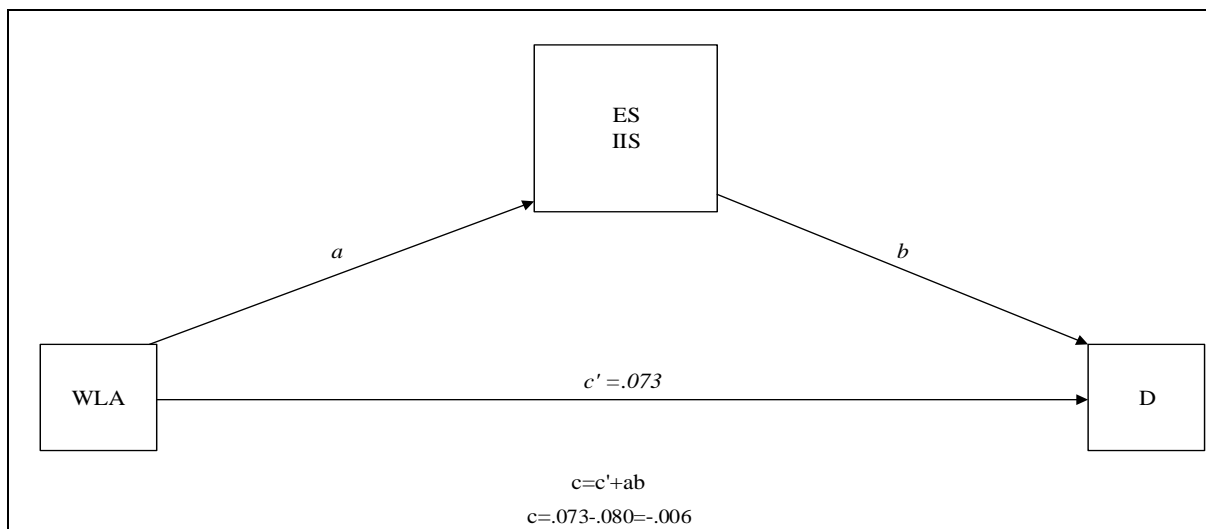


Figure 2. Path Diagram of the Mediation Model of Employees' Emotional Support and Informational and Instrumental Support Perception Between Work-Life Accordance and Depersonalization

With this hypothesis of the research it is investigated that the dimensions of social support which are emotional support and informational and instrumental support; does not have mediating effect on the relationship between work-life accordance and depersonalization.



Table 4. Findings of the Total and Direct Effect on Employees' Work-Life Accordance Perceptions Among Employees' Depersonalization Perceptions

	Effect	SE	t	p	LLCI	ULCI
Total Effect of X on Y (c)	-.006	.06	-.099	.921	-.129	.116
Direct Effect of X on Y (c')	.073	.06	1.138	.256	-.054	.200

The total effect (c) is the sum of the direct effect of work-life accordance on depersonalization and the mediating (indirect) effect (ab). Statistically it is expressed as $c=c'+ab=.073-.080=-.006$ ($SE=.06$, $p=.921$). $LLCI=-.129$, $ULCI=.116$, includes 0; therefore, it is not statistically significant and $p>.05$ value confirms that it is not significant.

The direct effect (c') indicates the effect of work-life accordance on depersonalization ($c'=.073$, $p=.256$). $LLCI=-.054$, $ULCI=.200$, includes 0; and $p=.256$; therefore, it is not statistically significant and $p>.05$ value confirms that it is not significant.

Table 5. Findings of the Indirect Effect on Employees' Work-Life Accordance Perceptions Among Employees' Depersonalization Perceptions

	Effect	Boot SE	BootLLCI	BootULCI
Emotional Support	-.004	.008	-.027	.007
Informational and Instrumental Support	-.076	.025	-.128	-.031
Total	-.080	.026	-.131	-.031

* Sample bootstrap number for confidence interval: 1,000

** Confidence level for all confidence intervals in the output: 95.00

The indirect effect that represents mediating is $ab=-.080$. It is estimated that if the work-life accordance level of an employee increases 1 unit; depersonalization level of the employee would have a decrease of .080 units through emotional support and informational and instrumental support. $BootLLCI=-.131$, $BootULCI=-.031$, does not include 0; therefore, it is statistically significant. Hypothesis is accepted. Informational and instrumental support ($BootLLCI=-.128$, $BootULCI=-.031$) and totally social support ($BootLLCI=-.131$, $BootULCI=-.031$) have a mediating effect between work-life accordance and depersonalization. On the contrary, emotional support does not have a mediating effect between work-life accordance and depersonalization ($BootLLCI=-.027$, $BootULCI=.007$, includes 0).

Table 6. Model Summary of Work-Life Accordance and Emotional Exhaustion Perceptions of Employees*

	Model Summary: ES, IIS (M_1, M_2)					Model: WLA (X)**				Model: EE (Y)***			
	R	R ²	MSE	F	p	coeff (a)	p	LLCI	ULCI	coeff (b)	p	LLCI	ULCI
ES	.10	.01	.99	2.61	.108	.100	.108	-.022	.222	-.037	.540	-.157	.083
IIS	.32	.10	.90	28.92	.000	.317	.000	.201	.434	-.108	.092	-.234	.018

* Emotional Support (ES), Informational and Instrumental Support (IIS), Work-Life Accordance (WLA), Emotional Exhaustion (EE)

** For WLA $c'=-.194$

*** For EE $R=.26$, $R^2=.07$, $MSE=.95$, $F=5.98$, $p=.001$



Regression equation of the model can be shown as;

$$M_{ES}=i_1+aWLA+e_M \text{ and } EE=i_2+b(i_1+aWLA+e_M)+c'WLA+e_Y \text{ then;}$$

$$M_{ES}=i_1+.100WLA+e_M$$

$$EE=i_2+[-.037(i_1+.100WLA+e_M)]+-.194WLA+e_Y$$

$$M_{IIS}=i_1+aWLA+e_M \text{ and } EE=i_2+b(i_1+aWLA+e_M)+c'WLA+e_Y \text{ then;}$$

$$M_{IIS}=i_1+.317WLA+e_M$$

$$EE=i_2+[-.108(i_1+.317WLA+e_M)]+-.194WLA+e_Y$$

Emotional support for emotional exhaustion (LLCI= -.157, ULCI=.083, includes 0) is not statistically significant, $p=.540$ value confirms that it is not significant. Informational and instrumental support (LLCI= -.234, ULCI=.018, includes 0); therefore, it is not statistically significant, $p=.092$ value confirms that it is not significant.

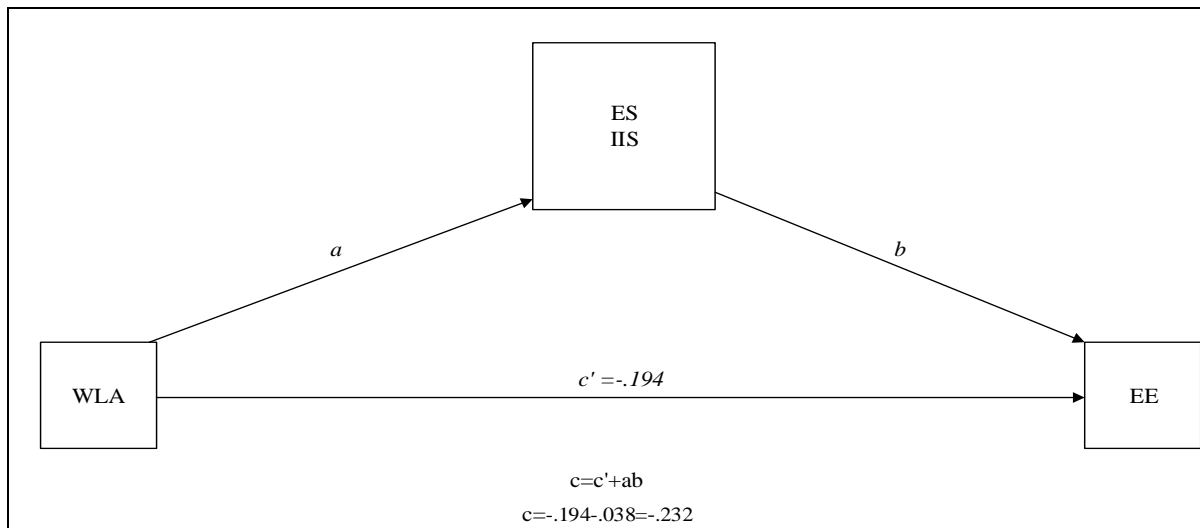


Figure 3. Path Diagram of the Mediation Model of Employees' Emotional Support and Informational and Instrumental Support Perception Between Work-Life Accordance and Emotional Exhaustion

With this hypothesis of the research it is investigated that the dimensions of social support which are emotional support and informational and instrumental support; does not have mediating effect on the relationship between work-life accordance and emotional exhaustion.

Table 7. Findings of the Total and Direct Effect on Employees' Work-Life Accordance Perceptions Among Employees' Emotional Exhaustion Perceptions

	Effect	SE	t	p	LLCI	ULCI
Total Effect of X on Y (c)	-.232	.06	-3.84	.000	-.351	-.113
Direct Effect of X on Y (c')	-.194	.06	-3.03	.003	-.320	-.068

The total effect (c) is the sum of the direct effect of work-life accordance on emotional exhaustion and the mediating (indirect) effect (ab). The total effect is statistically expressed as $c=c'+ab= -.194-.038= -.232$ (SE=.06, $p=.000$). It is estimated that should the work-life



accordance level of an employee increases 1 unit; emotional exhaustion level of the employee would have a decrease of .232 units through emotional support and informational and instrumental support. The negative sign represents that the employee who perceives more work-life accordance, perceives .232 units emotional exhaustion less. LLCI= -.351, ULCI= -.113 does not include 0, $p=.000$; therefore, it is statistically significant and $p<.05$ value confirms that it is significant.

The direct effect (c') indicates the effect of work-life accordance on emotional exhaustion ($c' = -.194$, $p=.003$). It is estimated that there would be a decrease of .194 units in the level of emotional exhaustion of the employee if the level of work-life accordance should be increased 1 unit. LLCI= -.320, ULCI= -.068, does not include 0, $p=.003$; therefore, it is statistically significant and $p<.05$ value confirms that it is significant.

Table 8. Findings of the Indirect Effect on Employees' Work-Life Accordance Perceptions Among Employees' Emotional Exhaustion Perceptions

	Effect	Boot SE	BootLLCI	BootULCI
Emotional Support	-.004	.009	-.029	.007
Informational and Instrumental Support	-.034	.024	-.093	.006
Total	-.038	.025	-.092	.006

* Sample bootstrap number for confidence interval: 1,000

** Confidence level for all confidence intervals in the output: 95.00

The indirect effect that represents mediating is $ab = -.038$. It is estimated that should the work-life accordance level of an employee increases 1 unit; emotional exhaustion level of the employee would have a decrease of .038 units through emotional support and informational and instrumental support. On the contrary, BootLLCI= -.092, BootULCI=.006, includes 0, so statistically it is not significant. Null hypothesis h_0 is accepted. Emotional support and informational and instrumental support have not mediating effect between work-life accordance and emotional exhaustion.

Table 9. Model Summary of Work-Life Accordance and Personal Accomplishment Perceptions of Employees*

	Model Summary: ES, IIS (M_1, M_2)					Model: WLA (X)**				Model: PA (Y)***			
	R	R ²	MSE	F	p	coeff (a)	p	LLCI	ULCI	coeff (b)	p	LLCI	ULCI
ES	.10	.01	.99	2.61	.108	.100	.108	-.022	.222	-.155	.009	-.271	-.039
IIS	.32	.10	.90	28.92	.000	.317	.000	.201	.434	.143	.022	.021	.264

* Emotional Support (ES), Informational and Instrumental Support (IIS), Work-Life Accordance (WLA), Personal Accomplishment (PA)

** For WLA $c' = .253$

*** For PA $R = .35$, $R^2 = .12$, $MSE = .89$, $F = 12.04$, $p = .000$

Regression equation of the model can be shown as;

$$M_{ES} = i_1 + aWLA + e_M \text{ and } PA = i_2 + b(i_1 + aWLA + e_M) + c'WLA + e_Y \text{ then;}$$

$$M_{ES} = i_1 + .100WLA + e_M$$

$$PA = i_2 + [-.155(i_1 + .100WLA + e_M)] + .253WLA + e_Y$$



$$M_{IIS} = i_1 + aWLA + e_M \text{ and } PA = i_2 + b(i_1 + aWLA + e_M) + c'WLA + e_Y \text{ then,}$$

$$M_{IIS} = i_1 + .317WLA + e_M$$

$$PA = i_2 + [.143(i_1 + .317WLA + e_M)] + .253WLA + e_Y$$

Emotional support for personal accomplishment (LLCI= -.271, ULCI= -.039, does not include 0) is statistically significant. Informational and instrumental support (LLCI=.021, ULCI=.264, does not include 0) is statistically significant, and $p < .05$ value confirms that it is significant.

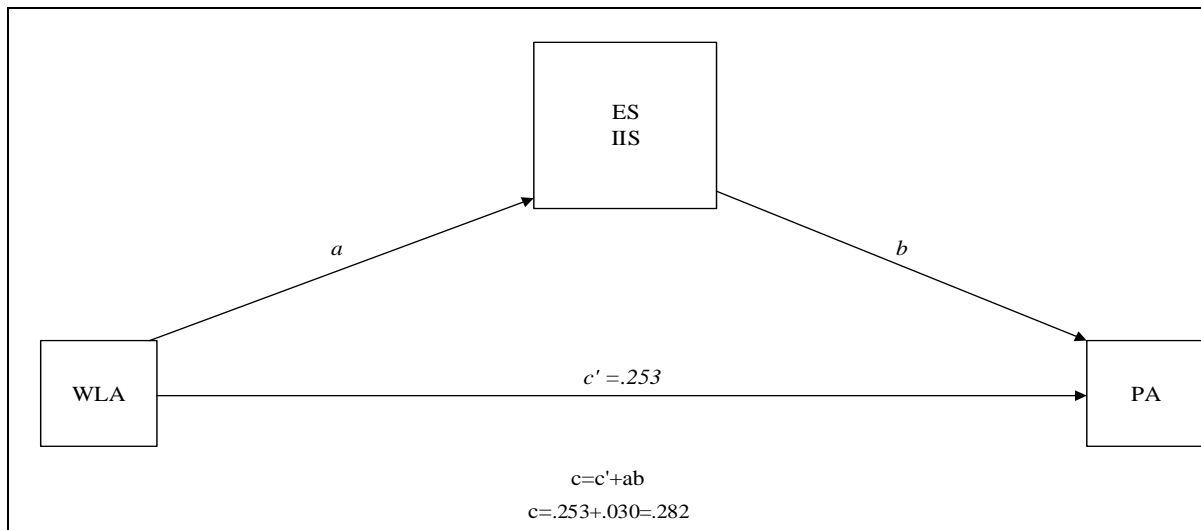


Figure 4. Path Diagram of the Mediation Model of Employees' Emotional Support and Informational and Instrumental Support Perception Between Work-Life Accordance and Personal Accomplishment

With this hypothesis of the research it is investigated that the dimensions of social support which are emotional support and informational and instrumental support; does not have mediating effect on the relationship between work-life accordance and personal accomplishment.

Table 10. Findings of the Total and Direct Effect on Employees' Work-Life Accordance Perceptions Among Employees' Personal Accomplishment Perceptions

	Effect	SE	t	p	LLCI	ULCI
Total Effect of X on Y (c)	.282	.06	4.74	.000	.165	.400
Direct Effect of X on Y (c')	.253	.06	4.08	.000	.131	.375

The total effect (c) is the sum of the direct effect of work-life accordance on personal accomplishment and it is statistically expressed as $c = c' + ab = .253 + .030 = .282$ ($SE = .06$, $p = .000$). It is estimated that should the work-life accordance level of an employee increases 1 unit; personal accomplishment level of the employee would have a increase of .282 units. The positive sign refers that if the employee perceives more work-life accordance, s/he would perceive .282 units personal accomplishment more. LLCI=.165, ULCI=.400, does not include 0, $p = .000$; therefore, it is statistically significant and $p < .05$ value confirms that it is significant.



The direct effect (c') indicates the effect of work-life accordance on personal accomplishment (c'=.253, p=.000). If the work-life accordance level of an employee increases 1 unit; personal accomplishment level of the employee would have a increase of .253 units (LLCI =.131, ULCI=.375, does not include 0); therefore, it is statistically significant and p<.05 value confirms that it is significant.

Table 11. Findings of the Indirect Effect on Employees' Work-Life Accordance Perceptions Among Employees' Personal Accomplishment Perceptions

	Effect	Boot SE	BootLLCI	BootULCI
Emotional Support	-.016	.012	-.049	.002
Informational and Instrumental Support	.045	.023	.008	.099
Total	.030	.027	-.022	.090

* Sample bootstrap number for confidence interval: 1,000

** Confidence level for all confidence intervals in the output: 95.00

The indirect effect that represents mediating is ab=.030. It is estimated that should the work-life accordance level of an employee increases 1 unit; personal accomplishment level of the employee would have a increase of .030 units through emotional support and informational and instrumental support. BootLLCI= -.022, BootULCI=.090, includes 0; therefore, statistically it is not significant. Null hypothesis h_0 is accepted. Informational and instrumental support (BootLLCI=.008, BootULCI=.099) has a mediating effect between work-life accordance and personal accomplishment. On the contrary, emotional support and totally social support do not have a mediating effect between work-life accordance and personal accomplishment (BootLLCI= -.022, BootULCI=.090, includes 0).

Table 12. Model Summary of Work-Life Accordance and Involvement With People Perceptions of Employees*

	Model Summary: ES, IIS (M ₁ , M ₂)					Model: WLA (X)**				Model: IWP (Y)***			
	R	R ²	MSE	F	p	coeff (a)	p	LLCI	ULCI	coeff (b)	p	LLCI	ULCI
ES	.10	.01	.99	2.61	.108	.100	.108	-.022	.222	.190	.002	.070	.310
IIS	.32	.10	.90	28.92	.000	.317	.000	.201	.434	-.079	.220	-.205	.047

* Emotional Support (ES), Informational and Instrumental Support (IIS), Work-Life Accordance (WLA),

Involvement With People (IWP)

** For WLA c' = .150

*** For IWP R=.25, R²=.06, MSE=.95, F=5.76, p=.001

Regression equation of the model can be shown as;

$$M_{ES} = i_1 + aWLA + e_M \text{ and } IWP = i_2 + b(i_1 + aWLA + e_M) + c'WLA + e_Y \text{ then;}$$

$$M_{ES} = i_1 + .100WLA + e_M$$

$$IWP = i_2 + [.190(i_1 + .100WLA + e_M)] + .150WLA + e_Y$$

$$M_{IIS} = i_1 + aWLA + e_M \text{ and } IWP = i_2 + b(i_1 + aWLA + e_M) + c'WLA + e_Y \text{ then;}$$

$$M_{IIS} = i_1 + .317WLA + e_M$$

$$IWP = i_2 + [-.079(i_1 + .317WLA + e_M)] + .150WLA + e_Y$$



Emotional support for involvement with people (LLCI=.070, ULCI=.310, does not include 0) is statistically significant. Informational and instrumental support (LLCI= -.205, ULCI=.047, includes 0) is not statistically significant.

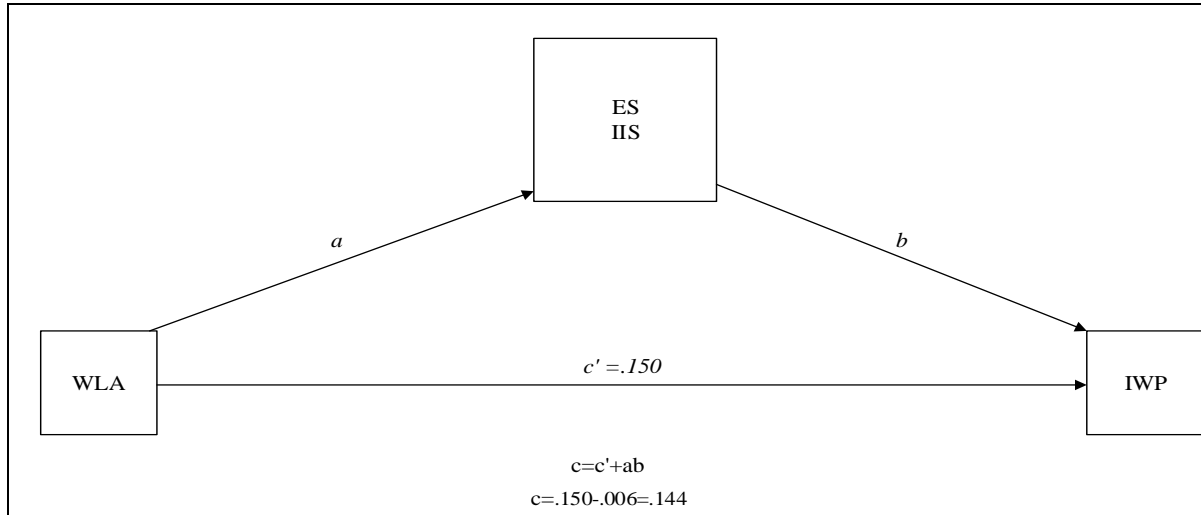


Figure 5. Path Diagram of the Mediation Model of Employees' Emotional Support and Informational and Instrumental Support Perception Between Work-Life Accordance and Involvement With People

With this hypothesis of the research it is investigated that the dimensions of social support which are emotional support and informational and instrumental support; does not have mediating effect on the relationship between work-life accordance and involvement with people.

Table 13. Findings of the Total and Direct Effect on Employees' Work-Life Accordance Perceptions Among Employees' Involvement With People Perceptions

	Effect	SE	t	p	LLCI	ULCI
Total Effect of X on Y (c)	.144	.06	2.35	.020	.023	.266
Direct Effect of X on Y (c')	.150	.06	2.35	.020	.024	.277

The total effect (c) is the sum of the direct effect of work-life accordance on involvement with people and the mediating (indirect) effect (ab). Statistically it is expressed as $c = c' + ab = .150 - .006 = .144$ (SE=.06, $p = .020$). It is estimated that should the work-life accordance level of an employee increases 1 unit; involvement with people level of the employee would have a increase of .144. The positive sign refers that if the employee perceives more work-life accordance, s/he would perceive .144 units involvement with people more. LLCI=.023, ULCI=.266, does not include 0, $p = .020$; therefore, it is statistically significant and $p < .05$ value confirms that it is significant.

The direct effect (c') indicates the effect of work-life accordance on involvement with people ($c' = .150$, $p = .020$). If the work-life accordance level of an employee increases 1 unit; involvement with people level of the employee would have a increase of .150 units (LLCI=.024, ULCI=.277, does not include 0); therefore, it is statistically significant and $p < .05$ value confirms that it is significant.



Table 14. Findings of the Indirect Effect on Employees' Work-Life Accordance Perceptions Among Employees' Involvement With People Perceptions

	Effect	Boot SE	BootLLCI	BootULCI
Emotional Support	.019	.013	-.001	.052
Informational and Instrumental Support	-.025	.020	-.074	.010
Total	-.006	.025	-.064	.037

* Sample bootstrap number for confidence interval: 1,000

** Confidence level for all confidence intervals in the output: 95.00

The indirect effect that represents mediating is $ab = -.006$. It is estimated that should the work-life accordancy level of an employee increases 1 unit; involvement with people level of the employee would have a decrease of .006 units through emotional support and informational and instrumental support. $BootLLCI = -.064$, $BootULCI = .037$, includes 0; therefore, statistically it is not significant. Null hypothesis H_0 is accepted. Emotional support ($BootLLCI = -.001$, $BootULCI = .052$), informational and instrumental support ($BootLLCI = -.074$, $BootULCI = .010$) and totally social support ($BootLLCI = -.064$, $BootULCI = .037$) have not mediating effect between work-life accordancy and involvement with people.

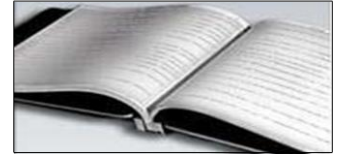
4. Conclusion

In this research the main object is exploring the mediating effect of social support on the relationship between work-life accordancy and burnout. One of the major findings of this research suggests that if an employee has work-life accordancy, his/her level of depersonalization and emotional exhaustion is expected to be high. On the contrary, personal accomplishment and involvement with people levels are expected to be high should an employee has work-life accordancy. In conformity to the expectations, it is observed that the level of emotional exhaustion is low, personal accomplishment and involvement with people levels are high.

One possible implication is that there is not significant relationship between work-life accordancy and depersonalization. By contrast, there is a mediating effect of informational and instrumental support on the relationship between work-life accordancy and personal accomplishment. Interestingly, the findings demonstrate that employees who receive support from their family, friends, colleagues or managers for their work, informational and instrumental support plays mediating role in order to have work-life accordancy and personal accomplishment. Proximity to family and friends, healthy relationships and good communication are important in ensuring work-life accordancy; on the contrary, it is important for organizations to have policies which aim stabilizing the work-life accordancy and to implement them by being supported by managers and employees in the organization.

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