

# THE POWER OF CORPORATE GOVERNANCE IN CALL CENTER: THE ROLE OF WORKPLACE HAPPINESS AND EMPLOYEE VOICE IN THRIVING AT WORK<sup>1</sup>



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**ABSTRACT** The purpose of this study is to examine the mediating role of workplace happiness and the moderating role of employee voice in the effect of employees' perceptions of corporate governance working as customer communication consultants on thriving at work. For this purpose, corporate governance, thriving at work, workplace happiness, and employee voice scales were used in the study. The population of the study consists of 874 employees working in two different institutions operating as call centers in Türkiye. The data of the study was obtained from 449 employees (205 male, 244 female) who participated in the survey. AMOS 24 application was used to verify the factors of the scales in the study. SPSS 27 was used in the analysis of the variables and the mediation and moderation role of the research was evaluated with SPSS PROCESS MACRO model 14. According to the results of the research, it was determined that workplace happiness had a mediating role in the effect of corporate governance perception on thriving at work, and employee voice had a moderating role in the indirect effect of corporate governance (through workplace happiness) thriving at work. Therefore, increasing corporate governance and supporting employee happiness can create an environment where employees can thrive at work, and employee voice plays an important role in this process.

**Keywords:** Corporate governance, thriving at work, workplace happiness, employee voice, call center employee.

**JEL Codes:** G34, I31, L2

**Scope:** Business Administration

**Type:** Research

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<sup>1</sup> Compliance with ethical principles regarding the relevant study has been declared.

# ÇAĞRI MERKEZİNDE KURUMSAL YÖNETİŞİMİN GÜCÜ: İŞTE KENDİNİ YETİŞTİRMEDE İŞYERİ MUTLULUĞU VE ÇALIŞAN SESLİLİĞİNİN ROLÜ



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**ÖZ** | Bu çalışmanın amacı, müşteri iletişim danışmanı olarak görev yapan çalışanların kurumsal yönetim konusundaki algılarının işte kendini yetiştirme davranışı üzerindeki etkisinde işyeri mutluluğunun aracı, çalışan sesliliğinin düzenleyici rolünü incelemektedir. Bu amaçla çalışmada kurumsal yönetim, işte kendini yetiştirme, işyeri mutluluğu ve çalışan sesliliği ölçekleri kullanılmıştır. Araştırmanın evreni, Türkiye’de çağrı merkezi olarak faaliyetlerini sürdüren iki farklı kurumda görev yapan 874 çalışandan oluşmaktadır. Araştırmanın verileri ankete katılan 449 çalışandan (205’i erkek, 244’ü kadın) elde edilmiştir. Araştırmada ölçeklerin faktörlerinin doğrulanabilmesi için AMOS 24 uygulaması kullanılmıştır. Değişkenlerin analizinde ise SPSS 27 kullanılmıştır ve SPSS PROCESS MACRO model 14 ile araştırmanın aracılık ve düzenleyicilik rolü değerlendirilmiştir. Araştırma sonuçlarına göre kurumsal yönetim algısının işte kendini yetiştirme üzerindeki etkisinde işyeri mutluluğunun aracılık rolüne sahip olduğu ve kurumsal yönetimin (işyeri mutluluğu yoluyla) işte kendini yetiştirme üzerindeki dolaylı etkisinde çalışan sesliliğinin düzenleyici rolünün bulunduğu tespit edilmiştir. Dolayısıyla kurumsal yönetimin artırılması ve çalışan mutluluğunun desteklenmesi ile çalışanların işte kendini yetiştirebilecekleri ortam sağlanabilir ve çalışan sesliliğinin de bu süreçte önemli bir rol oynadığı söylenebilir.

**Anahtar Kelimeler:** Kurumsal yönetim, işte kendini yetiştirme, işyeri mutluluğu, çalışan sesliliği

**JEL Kodları:** G34, I31, L2

**Alan:** İşletme  
**Türü:** Araştırma

## 1. INTRODUCTION

Corporate governance, which has become increasingly important in today's business world and has emerged especially in developed countries and has become popular all over the world, is regarded as a new management model by managers (Gurbanlı & Bal, 2023). Businesses adopt corporate governance approach to sustain their existence in the long term, to gain competitive advantage, to protect the rights of all stakeholders and to produce high added value outputs (Koçel, 2003). In addition, it is important for organizations to adopt a corporate governance approach to fulfil their duties such as transparency, accountability, fairness, and responsibility, which are the basic principles of corporate governance, in terms of relations with stakeholders (Teixeira & Carvalho, 2024). Because in organizations where the understanding of corporate governance is widespread, employees will be happier and will want to improve themselves and be more successful in the work they do (Erer, 2021). This study examined the mediating role of workplace happiness and the moderating role of employee voice in the effect of corporate governance on thriving at work.

The dependent variable of the research, thriving at work refers to the positive situations of the employee related to work, such as improving employees' skills, acquiring new knowledge and skills, advancing their careers, and ensuring their individual and professional development (Sheng & Zhou, 2021). Since corporate governance is a managerial tool that regulates the management processes and decision-making mechanisms of an organization or enterprise, it also supports the personal and professional development of employees (Solomon, 2020). In this respect, self-improvement opportunities of employees are directly related to the organizations' corporate governance approach and practices. In particular, training and improvement opportunities, performance evaluations, job rotations, employee innovation and collaborations can be carried out in a more professional manner through corporate governance (Han et al., 2024; Needles et al., 2012). Therefore, in an organization where the understanding of corporate governance is dominant, employees will have the opportunity to develop and improve themselves. As the understanding of corporate governance increases within an organization, employees will be happy and their desire to thrive at work will also increase.

The mediator variable of the research, workplace happiness is the state of employees being pleased with their work environment, feeling happy, and being satisfied with the results of their work (Basinska & Rozkwitalska, 2022). Employees who are happy in their workplaces can have higher motivation and work performance with corporate governance (Kılınç & Akdemir, 2019). On the other hand, in organizations where the understanding of corporate governance is

widespread, employees will feel happier. The widespread understanding of corporate governance such as transparency, accountability, equality, and fairness within the organization will increase employee happiness. Employees who are happy at work will want to develop and improve themselves at work (Erer 2021). In order for workplace happiness to emerge, factors such as good management and leadership, employee participation and employee voice, job satisfaction and career opportunities, recognition and rewards will also be effective in addition to corporate governance (Foncubierto-Rodríguez, 2021). In this research, it is expected that employee voice will have a moderating effect among these factors. The moderator variable of the study, employee voice is the free expression of individuals' thoughts, suggestions and concerns about their workplaces and core areas of activity to achieve organizational goals and improve organizational performance (Morrison, 2011). Employee voice enables individuals to express their opinions, realistic expectations, and thoughts about the main fields of activity of the organization, which is in line with the principle of transparency and accountability of corporate governance. There is also a similar relationship with the employee participation principle of corporate governance. While corporate governance encourages employees to participate in the decision-making processes of the organization through employee participation, it also enables them to have more positive work experiences.

As a result, when the literature was examined, no study was found showing that workplace happiness has a mediating effect and employee voice has a moderating effect on the effect of corporate governance on thriving at work. Therefore, this study was designed to determine the relationship between the management of an organization in accordance with corporate governance principles and employees' thriving at work behaviours and the mediating role of workplace happiness and the moderating role of employee voice in this relationship. This comprehensive study covering call center employees has highlighted the critical role of corporate governance in individual development and happiness in the modern business world and has made various contributions to the literature. Corporate governance principles such as transparency, accountability, fairness and responsibility not only make employees happy but also have a positive impact on their professional development. Drawing on established theoretical perspectives and earlier empirical studies, it is evident that robust corporate governance has a direct influence on individual development.

## **2. CONCEPTUAL FRAMEWORK**

### **2.1. Relations between Corporate Governance and Thriving at Work**

The concept of corporate governance was studied in the USA before the 1990s, then it was taken up in England, especially in the field of management, and in the 1990s it was also discussed in Europe and Asia, and eventually became known all over the world. Its importance increased especially with the impact of the financial crisis centered in Asia in 1997 (Abdioğlu, 2007). In the 2000s, the concept of corporate governance began to appear widely in the literature and became an understanding whose importance in the field of management increases day by day (Doğan, 2018). According to Rhodes (1996), corporate governance has emerged as an approach that emphasises that management should be based on mutual interaction and transparent principles. Corporate governance is a management philosophy designed to ensure that the management processes of an enterprise are accountable, transparent, sustainable, consistent, and based on ethical principles (Mohamad, 2004). In this respect, corporate governance in its broadest sense means how an organization is managed.

Thriving at work can be defined as the employee's ability to develop his/her personal knowledge, experience, skills, and attitudes at work and thus become successful at work (Koçak, 2016; Spreitzer et al., 2005). The concept of thriving at work is generally an employee behaviour related to the philosophy of lifelong learning. In order to adapt to today's business world, employees need to constantly renew and improve themselves (Koçak, 2020). Within the scope of the research, it is expected that employees working in organizations where corporate governance is dominant will achieve success more easily. In other words, it is anticipated that corporate governance will increase thriving at work.

Corporate governance refers to the transparent, accountable, and effective execution of management activities within the organization (Teixeira & Carvalho, 2024). Thriving at work means that the employee provides more benefits to the organization by devoting himself/herself to the job (Koçak, 2020). The theory of reciprocity is based on the principle that members will respond in kind to the benefits and positive behaviors offered to them. In other words, according to this theory, positive situations within the organization will cause employees to react positively (Sürücü, 2021). From this perspective, the corporate governance environment can provide employees with the opportunity to thriving at work. The literature has shown that effective corporate governance will positively affect the performance of individuals and the organization (Needles et al., 2012). Karamustafa et al., (2009) pointed out in their study that corporate governance is important for the sustainability of organizational performance. Han et al. (2024) showed that corporate social responsibility positively affects thriving

at work. Based on these studies and the reciprocity theory, corporate governance is expected to positively and positively affect thriving at work. In addition, through corporate governance, the management of the organization can increase the opportunities for thriving at work by setting effective goals for the development, training, and learning opportunities of its employees. Employees can manage their careers more effectively by developing new experiences and skills through new goals and objectives set by corporate governance. In this respect, the first hypothesis, which is based on the information in the literature, is as follows.

*Hypothesis 1. Corporate governance has a significant and positive effect on thriving at work behaviour.*

## **2.2. Mediating Role of Workplace Happiness on the Relationship between Corporate Governance and Thriving at Work**

Happiness is an individual's satisfaction with life and the state of feeling or experiencing positive emotions more than negative emotions and situations (Khan, 2009). Workplace happiness can also be expressed as the employee enjoying his/her job, being proud of his/her job, doing his/her job with the understanding of continuous learning and development, taking responsibility in his/her job, and performing the work in a more dynamic, fun and motivated way (Kjerulf, 2014). Employees who used to say "I will work in any job as long as it pays a good salary" today prioritise happiness in the workplace before money, i.e., workplace happiness. Employees who are happy at work can be more productive, creative, and successful, and can also provide high performance and quality service (Çetin & Polat, 2021). Akduman & Duran (2017) listed the factors that affect employees' workplace happiness as follows: coworkers being sympathetic and supportive, managers treating employees well, employees believing that their work is important, employees being appreciated, wages and salaries being motivating, etc. In addition, In addition, employees can be happier in organizations where corporate governance is effective. Employees with high workplace happiness enable the organization to emerge from the competitive environment more successfully and achieve business goals more effectively (Karayaman, 2021). Finally, employees' happiness at work will affect their job performance, productivity, retention, and self-development at work (Güner & Bozkurt, 2017).

Corporate governance is the managerial techniques that enable the control of processes such as effective principles, vision, purpose, and business performance that every business wants to achieve in general. These techniques include various principles that must be followed within a system (Karamustafa et

al., 2009). In the context of corporate governance, these techniques require businesses to adopt transparent, communicative, fair, and honest management principles (Teixeira & Carvalho, 2024). Thanks to these obligations, enterprises that try to establish a good governance infrastructure endeavour to provide a fairer working environment for their employees and to distribute justice resources equally (Firidin & Uzun, 2018). In addition, the fair evaluation of employee performance and the participation of employees in decision-making processes help to increase the motivation of employees and support workplace happiness within the organization (Çetin & Polat, 2021).

The factors that affect employees' happiness at work have been studied by many researchers. For example, Foncubierta-Rodríguez (2021) stated that the management style within the company will have an impact on employee happiness as a result of his research. Erer (2021) stated in his study that employees will be happy at work when managers have positive characteristics such as fair, honest, transparent, helpful, equitable, innovative, and talented. In this respect, the second hypothesis, which is based on the information in the literature, is as follows.

Hypothesis 2. Corporate governance has a significant and positive effect on workplace happiness.

Workplace happiness is defined as the positive attitudes, judgements, and experiences of the employee regarding the work environment. In addition, workplace happiness is the reflection of employees' good moods and positive feelings towards their workplaces (Abraham, 2015). On the other hand, thriving at work means that the employee uses the work processes that he/she has learnt or experienced at work as a means of thriving with a lively and energetic mood simultaneously in his/her work life (Spreitzer et al., 2005). According to the theory of reciprocity, employees who feel emotionally good at work will try to be useful to the organization (Sürücü, 2021). Therefore, employees who are happy at work will want to improve themselves at work and be useful to the organization. In addition, the concepts of workplace happiness and thriving at work are variables that mutually affect each other. As a result of his research, Erhan (2021) showed that thriving at work can be a precursor to happiness at work. Qaiser et al., (2020) found that there is a positive relationship between workplace happiness and thriving at work. Based on these studies, it can be said that employees having the opportunity to develop themselves within the organization will increase their job satisfaction and therefore their happiness. On the other hand, employees who love their workplace and are happy at work will be motivated and want to develop themselves. Because happy employees are

motivated to work, develop creative and innovative ideas and want to develop themselves at work. In this respect, the third hypothesis, which is based on the information in the literature, is as follows;

Hypothesis 3. Workplace happiness has a significant and positive effect on thriving at work behaviour.

When corporate governance and workplace happiness are analysed, a study conducted by Kjerulf (2014) stands out. Several studies on the prioritisation and happiness of employees in Rosenbluth International, a corporate travel agency with approximately 6000 employees, have once again revealed the importance of happiness in corporate enterprises. Unlike other businesses, prioritising employees instead of customers and caring about their happiness makes employees happier, increases employee performance and productivity and increases business profitability. Because according to the theory of reciprocity that forms the basis of this article, if an individual encounters a positive behavior, they will react positively (Sürücü, 2021). Therefore, in institutions where there is corporate governance, that is, transparency, open communication and fair evaluation of performance, it is expected that employees will be happy and as a result, they will want to thriving at work.

In this study, it is assumed that corporate governance will have an impact on employees' thriving at work and workplace happiness will play a mediating role in this relationship. When considered from this perspective, workplace happiness will have an impact on employees' motivation, performance, productivity and thriving at work. In particular, a good corporate governance process will positively affect employees' thriving at work. In addition, corporate governance can create an environment that increases employees' workplace happiness and can produce certain results on the overall efficiency and performance of the business. Therefore, corporate governance increases employees' happiness and employees who are happy at work strive to develop and improve themselves in their jobs. From this perspective, it is predicted that employees' happiness at work will mediate the relationship between corporate governance and thriving at work. Based on the above information, the fourth hypothesis was developed.

Hypothesis 4. Workplace happiness has a mediating role between corporate governance and thriving at work behaviour.

### **2.3. Moderating Role of Employee Voice**

Employee voice is the voluntary sharing of suggestions for improvement, ideas, information, and thoughts for the benefit of the organization (Van Dyne et

al., 2003). Employee voice is the voluntary sharing and expression of constructive ideas for the improvement of business and management functions and thoughts and suggestions that improve the organization (Morrison, 2011). Employee voice is based on open communication, the issues shared with the organization should be of interest to the organization, the opinions, and suggestions to be shared should include actions to influence the working environment, and finally, the opinions to be conveyed should have an addressee in the organization (Maynes & Podsakoff, 2014). As a result, it is important for employee voice to find a place in organizations, for a culture of voice to be seen as a necessity in organizations, and for managers to encourage their employees to display voice behavior (Özbolat & Şehitoğlu, 2018). Because in organizations where employee voice is present, employees are expected to be happy and exhibit behaviors aimed at improving themselves at work.

Corporate governance is a management style that aims to manage businesses effectively, to create transparent management structures and to protect the interests of all stakeholder groups (Mohamad, 2004). Thriving at work, on the other hand, focuses on the improvement of employees both individually and professionally, and encourages them to increase their skills and contribute to them (Carmeli & Spreitzer, 2009). Although these two variables are in a complementary relationship, employee voice can assume a moderating role. Employee voice is when employees freely and voluntarily present their views and opinions on any subject, or their suggestions and recommendations for improvement, to the organization or share them with the management, for the benefit of the organization or the unit in which they work (Van Dyne & LePine, 1998). In this respect, employee voice helps to create effective communication and a democratic working environment within the organization. Employees' free expression of their thoughts or suggestions for improvement of the organization and their participation in decision-making processes contribute to corporate governance and thriving of the individual. In addition, corporate governance practices can increase their effectiveness within the organization through employee voice. This situation may also create an environment for a better governance and a stronger business structure of the organization. In this respect, the fifth hypothesis, which is based on the information in the literature, is as follows;

Hypothesis 5a. Employee voice has a moderating role between workplace happiness and thriving at work behaviour.

Hypothesis 5b. Employee voice has a conditional mediating role between corporate governance and thriving at work behaviour (through workplace happiness).

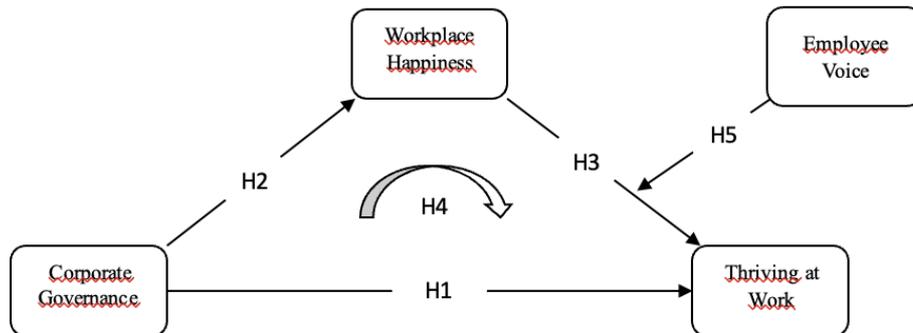


Figure 1: Research model

### 3. METHODOLOGY

This study was designed to determine the mediating role of workplace happiness and the moderating role of employee voice in the effect of corporate governance perception on thriving at work behaviour of private sector employees working as customer communication consultants.

#### 3.1. Sample and Procedure

The population of the study consists of employees working in two different institutions operating as call centres in Türkiye. The reason why the research was applied to call center employees is Call centers are work environments characterized by dynamic work environments, high customer interaction, and strict performance management processes (Holman, 2005). This sector provides a critical context for emphasizing the importance of corporate governance practices that directly affect employees' participation in organizational processes, career development, and happiness levels at work (Babin & Boles, 1996). As a result, call center employees constitute a suitable sample to examine the impact of corporate governance on thriving at work. Due to the nature of their work environment, the mediating role of workplace happiness in this process and the moderating effect of employee voice becomes more apparent. Therefore, the selection of call centers as a sample is not only a preference arising from sectoral dynamics but also provides a theoretical framework that can fill the gap in the literature. According to information obtained from managers working in the Human Resources Management

department of Asist Information Technologies, it was determined that approximately 874 employees work in organizations that provide customer communication consultancy services. This figure may vary due to the turnover rate of employees who leave the organization and start new jobs. A survey was conducted with all employees who agreed to participate in the survey using the simple random sampling method. The sample of the study consisted of 449 employees who filled out the distributed survey forms completely and accurately. Among the call center employees who participated in the survey, 45.7% were male, while 54.3% were female. Regarding marital status, 46.3% of the respondents were married, whereas 53.7% were single. In terms of age distribution, 45.2% of the participants were between 18 and 28 years old, 46.3% were in the 29–39 age group, 6.5% were between 40 and 50 years old, and 2% were aged 51 and above. Concerning educational background, 5.3% were high school graduates, 29.2% held an associate degree, 59.5% possessed a bachelor's degree, and 6% had completed postgraduate education. Regarding work experience, 54.6% of the participants had 1–5 years of experience, 25.8% had 6–10 years, 16.7% had 11–15 years, and 2.9% had 16 or more years of experience. In addition, to determine the ethical appropriateness of the study, the opinion of Erzincan Binali Yıldırım University Human Research Ethics Committee (document protocol no: 07/08) was obtained at the meeting dated 25/07/2022 that the study was ethically appropriate.

### 3.2. Data Collection Tools

All the scales used for data collection in this study are established scales from the existing literature, and no scale development process was conducted within the scope of the research. The survey form employed in the study consists of five sections. The first section includes five questions aimed at identifying participants' demographic characteristics, such as gender, marital status, age, educational background, and work experience. In the second section, the Corporate Governance Scale developed by Dinç & Abdioğlu (2009) was utilized to measure the perception of corporate governance. This scale comprises 15 items and four dimensions. Sample statements from the scale include: "My organization places importance on audit activities" and "My organization has corporate policies concerning its employees." The third section incorporates the Thriving at Work Scale, originally developed by Porath et al. (2012) and adapted into Turkish by Koçak (2020). This scale consists of eight items grouped into two dimensions, each containing four items. Examples of statements in the scale include: "At work, I often find myself learning something new" and "At work, I acquire new knowledge that benefits me." The fourth section includes the Happiness Scale,

developed by Salas-Vallina and Alegre Vidal (2018), which was adapted into Turkish and validated by Bilginoğlu & Yozgat (2020). This scale consists of nine items and three dimensions. Sample items from the scale include: "I feel strong and energetic in my job" and "I have a strong sense of belonging to my organization." Finally, the fifth section of the survey employs the Employee Voice Scale, developed by Van Dyne & LePine (1998) and adapted into Turkish by Çetin & Çakmakçı (2012). This unidimensional scale consists of six items. Examples of statements include: "I make suggestions regarding issues that concern my organization" and "I openly express my thoughts about new projects and changes."

### 3.3. Data Analysis

The research data were evaluated through SPSS 27, AMOS 24, and the SPSS PROCESS MACRO analysis programs. Initially, frequency analyses were conducted to examine the demographic details of the employees who participated voluntarily in the study. Subsequently, the reliability of each scale was evaluated through the Cronbach Alpha coefficient. Confirmatory factor analysis (CFA) was applied to determine the validity of the model created with the scales in the study.

## 4. FINDINGS

### 4.1. Relationship among Variables

Table 1 presents the correlations between variables, along with the reliability, mean and standard deviation values of the scales. In Table 1, when Cronbach alpha values are examined, it is seen that the scales are reliable: corporate governance (0.96), workplace happiness (0.95), employee voice (0.94) and self-cultivation at work (0.97). The reliability results obtained revealed that the scales had a high degree of reliability (Karagöz, 2019).

**Table 1:** Cronbach Alpha Values, Means, Standard Deviations and Correlation Coefficients

Variables	$\alpha$	M	SD	1	2	3
Corporate Governance	0.96	3.73	0.91	-		
Workplace Happiness	0.95	3.53	1.08	0.75**	-	
Employee Voice	0.94	3.78	0.97	0.67**	0.60**	-
Thriving at Work	0.97	3.58	1.09	0.71**	0.80**	0.72**

$N=449$ ; \*\* $p < 0.01$

When the relationships of the variables are analyzed in Table 1, various relationships are observed. Firstly, a positive and significant correlation was observed between corporate governance and thriving at work ( $r = 0.71$ ;  $p < 0.01$ ). Similarly, another correlation result is that there is a positive relationship between corporate governance and workplace happiness ( $r = 0.75$ ;  $p < 0.01$ ). Thirdly, Table 1 illustrates a significant positive correlation between corporate governance and employee voice ( $r = 0.67$ ;  $p < 0.01$ ). Additionally, a significant positive relationship was found between workplace happiness and employee voice ( $r = 0.60$ ;  $p < 0.01$ ). Findings show that there is a positive correlation between workplace happiness and thriving at work ( $r = 0.80$ ;  $p < 0.01$ ). Finally, it is seen that there is a positive relationship between employee voice and thriving at work ( $r = 0.72$ ;  $p < 0.01$ ).

#### 4.2. Validation Models

Before testing the models, a confirmatory factor analysis was conducted to assess the structural validity of the scales. In this framework, the existence of common method variance was also tested (Lindell & Whitney, 2001; Podsakoff et al., 2003). Common method variance refers to the systematic error variance resulting from the evaluation of more than one scale by the same individual in the same questionnaire in the same time period (Özyılmaz & Eser, 2013). In the study, there is a possibility of common method variance since the variables of corporate governance, workplace happiness, employee voice and success at work were assessed by the same participants in the same time period. A method frequently used by researchers to determine the existence of this tendency is Harman's single factor test (Bolat et al., 2018). In Harman's single factor test, all variables in the study are subjected to explanatory factor analysis at the same time (Malhotra et al., 2006; Podsakoff et al., 2003). Within this framework, confirmatory factor analysis (CFA) was conducted to evaluate the construct validity of the variables included in the study. In Table 2, goodness of fit values for the four-factor measurement model including all variables in the study and other alternative model are presented.

**Table 2:** Analysis of Assessment Models

Models	$X^2 / df$	RMSEA	CFI	TLI	SRMR
Measurement model	3.28	0.06	0.96	0.97	0.07
Model 1, three-factor model	6.77	0.11	0.84	0.80	0.13
Model 2, three-factor model	7.67	0.12	0.81	0.77	0.14
Model 3, two-factor model	8.57	0.13	0.79	0.73	0.20

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Model 4, one-factor model	9.22	0.14	0.72	0.77	0.28
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N=449

Model 1= Corporate Governance and Workplace Happiness combined into a single factor

Model 2= Corporate Governance and Employee Voice combined into a single factor

Model 3 = Corporate Governance, Workplace Happiness and Employee Voice combined into a single factor

Model 4 = All variables combined into a single factor

Upon reviewing Table 2, it is evident that the goodness of fit values for the measurement model developed for the scales used in the study are as follows: ( $\chi^2/df = 3.28$ , RMSEA = 0.06, CFI = 0.96, TLI = 0.97, SRMR = 0.07). These findings suggest that the fit of the study outperforms that of the other alternative models (Hu & Bentler, 1999; Mishra & Datta, 2011). According to this result, the scales used in the study support the measurement model. Therefore, in this context, it can be expressed that the 4-factor measurement model of the study best explains the structural relationship between the scales.

#### 4.3. Testing Hypotheses

In this study, four different stages of hypotheses were identified and tested. In the first stage, the first three hypotheses (Hypotheses 1-3) were examined to analyse the interaction between the variables of the study. During the second stage, the role of workplace happiness as a mediator in the link between corporate governance and thriving at work was analysed (Hypothesis 4). In the third stage, it was tested whether employee voice has a moderating role in the effect of workplace happiness and thriving at work behaviour (Hypothesis 5a). In the last stage of the study, it was tested whether employee voice plays a conditional mediating role between corporate governance and thriving at work (through workplace happiness) (Hypothesis 5b).

#### 4.4. Mediation Analysis

In the first stage, the effect of corporate governance on thriving at work (Hypothesis 1), the effect of corporate governance on workplace happiness (Hypothesis 2) and the effect of workplace happiness on thriving at work (Hypothesis 3) were evaluated. The study also investigated the mediating role of workplace happiness in the relationship between corporate governance and thriving at work to determine the mediating effect. To evaluate the hypotheses, Model 4 from the Process Macro in the SPSS software was selected, and analyses

were conducted using 5000 bootstrap samples. The findings are displayed in Table 3.

**Table 3.** Statistical Results for the Mediation Analysis

Workplace Happiness							
	$\beta$	SE	t	p	LLCI	ULCI	
Corporate Governance	0.87	0.04	22.82	0.00	0.80	0.95	
Thriving at Work							
	$\beta$	SE	t	p	LLCI	ULCI	
Workplace Happiness	0.63	0.04	15.31	0.00	0.55	0.71	
Direct effect of Corporate Governance	0.31	0.05	6.44	0.00	0.22	0.41	
Total effect of Corporate Governance	0.86	0.04	21.13	0.00	0.78	0.94	
Indirect effect of Workplace Happiness on Corporate Governance via Thriving at Work			<b>Effect</b>	<b>SE</b>	<b>LLCI</b>	<b>ULCI</b>	
			0.55	0.08	0.39	0.71	
Sobel Test	z	p	Model Summary		R <sup>2</sup>	F	p
	12.80	0.00			0.67	454.11	0.00

Note. N=449; SD = Standard deviation; SE = Standard Error; Bootstrap Sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit

The analysis of the data in Table 3 shows that corporate governance has a positive and significant effect on thriving at work ( $\beta = 0.31$ ,  $t = 6.44$ ,  $p < 0.01$ ). H<sub>1</sub> hypothesis was accepted. The second result in Table 3 shows that corporate governance has a significant and positive effect on workplace happiness ( $\beta = 0.87$ ,  $t = 22.82$ ,  $p < 0.01$ ). H<sub>2</sub> hypothesis was accepted. The third result in Table 3 shows that workplace happiness has a significant and positive effect on thriving at work ( $\beta = 0.63$ ,  $t = 15.31$ ,  $p < 0.01$ ). H<sub>3</sub> hypothesis was accepted. Table 3 shows that workplace happiness plays a mediating role between corporate governance and thriving at work ( $\beta = 0.55$ ). In order to say that the H<sub>4</sub> hypothesis of the study is fully supported, it is necessary to test whether the mediation effect is significant (MacKinnon et al., 2002; Sobel, 1982). To evaluate the significance of the mediating effect, the Sobel test, a widely utilised method in mediation analysis, was employed (Sobel, 1982). The results of the Sobel test, displayed in Table 3, indicate that the indirect effect is statistically significant (Sobel  $z = 12.80$ ,  $p < 0.01$ ). Additionally, the Bootstrap confidence interval values (CI [0.39, 0.71]) provided in Table 3 further support the significance of the indirect effect. Based on these findings, Hypothesis H<sub>4</sub> is confirmed.

#### 4.5. Analysis of Moderated Mediation Effects

The focus of the study is to test existence of the moderating role of employee voice (Hypothesis 5a) between workplace happiness and thriving at work. Furthermore, the possibility that employee voice assumes the conditional mediating role (through workplace happiness) of corporate governance on thriving at work (Hypothesis 5b) is analyzed and shown in Table 4. Within this framework, Model 14 from the Process Macro in SPSS was utilised to perform the analyses.

**Table 4.** Regression Results for Moderator Effect

<b>Thriving At Work</b>						
	$\beta$	SE	t	p	LLCI	ULCI
Corporate Governance	0.12	0.05	2.59	0.00	0.03	0.22
Workplace Happiness	0.54	0.04	14.28	0.00	0.46	0.61
Employee Voice	0.42	0.04	10.72	0.00	0.34	0.50
Thriving At Work x Employee Voice	0.05	0.02	2.48	0.00	0.01	0.09
<b>Conditional Effect of Workplace Happiness on Thriving at Work</b>						
<b>Employee Voice</b>	$\beta$	SE	t	p	LLCI	ULCI
-1 SD (-0.92)	0.48	0.04	11.07	0.00	0.40	0.57
M (.00)	0.53	0.04	14.28	0.00	0.46	0.61
+1 SD (0.92)	0.58	0.04	14.13	0.00	0.50	0.67

Note:  $N=449$

A moderating factor is a variable that affects how the relationship between the independent and dependent variables is expressed. The effect of the moderating variable indicates how this variable influences the severity of the relationship as its severity increases or decreases (Gürbüz, 2019). In this context, the interaction between workplace happiness and employee voice should be considered to determine the presence of moderator effect. Table 4 shows that the interaction between workplace happiness and employee voice is significant ( $\beta = 0.05$ ,  $p < .01$ ).

As shown in Table 4, the slope analysis results demonstrate the impact of

workplace happiness on thriving at work under varying conditions of employee voice, considered at low, moderate, and high levels (Aiken & West, 1991). The significance of workplace happiness on thriving at work, depending on low, medium, and high levels of employee voice, can be determined by examining the bootstrap-derived confidence intervals. The absence of zero within these intervals indicates statistical significance (Hayes, 2018; Gürbüz, 2019). The regression analysis results in Table 4 demonstrate that workplace happiness has a significant positive impact on thriving at work across varying levels of employee voice: low ( $\beta = 0.48$ , 95% CI [0.40, 0.57]), medium ( $\beta = 0.53$ , 95% CI [0.46, 0.61]), and high ( $\beta = 0.58$ , 95% CI [0.50, 0.67]). This evidence confirms the moderating effect of employee voice, validating Hypothesis 5a.

The graph in Figure 2 displays how the indirect influence of corporate governance on thriving at work via workplace happiness changes across different levels of employee voice. Since employee voice is centralised, low values represent one standard deviation below the mean, high values reflect one standard deviation above the mean, and medium values are close to zero (Aiken & West, 1991; Gürbüz, 2019). The figure reveals that the indirect effect is weakest at low levels of employee voice, becomes more pronounced at medium levels, and is strongest at high levels.

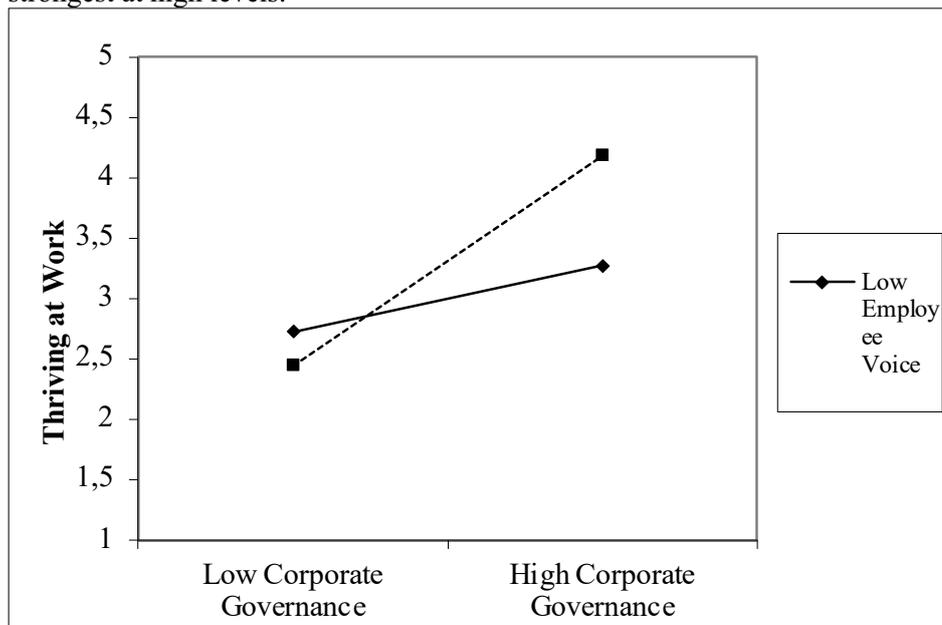


Figure2:

In the last hypothesis of the study, it was questioned whether the indirect

effect of corporate governance on thriving at work is realised through workplace happiness and the role of employee voice as a moderating factor in this process. The Bootstrap approach was utilised to determine whether a conditional mediation effect exists, with an analysis of the corresponding confidence interval values. According to the results, it was determined that the effects of workplace happiness on thriving at work were significant at low ( $\beta = 0.42$ ), medium ( $\beta = 0.47$ ) and high ( $\beta = 0.51$ ) levels of employee voice. As shown in Table 5, the conditional mediation index value ( $\beta = 0.05$ ) confirms the significance of this mediation effect. These results imply that employee voice moderates the indirect impact of corporate governance on thriving at work through workplace happiness, thereby supporting Hypothesis 5b.

**Table 5:** Analysis Results for Conditional Mediation Effect

<b>Workplace Happiness</b>	<b>Boot indirect</b>	<b>BootSE</b>	<b>BootLLCI</b>	<b>BootULCI</b>
-1 <i>SD</i> (-0.92)	0.42	0.07	0.30	0.57
<i>M</i> (.00)	0.47	0.08	0.33	0.63
+1 <i>SD</i> (0.92)	0.51	0.09	0.36	0.69
<b>Index of Moderated Mediation</b>	<b>0.05</b>	<b>0.02</b>	<b>0.01</b>	<b>0.10</b>

Note:  $N=449$

## 5. RESULT AND SUGGESTIONS

The aim of this study was to examine how workplace happiness mediates and employee voice moderates the relationship between corporate governance perceptions of customer communication consultants in the private sector and their thriving at work behaviours. Additionally, the study assessed the direction and strength of the relationships among corporate governance, workplace happiness, and thriving at work. Data collection was conducted through questionnaires completed by 449 employees from two call centre organisations in Türkiye. The results derived from the analyses are summarised below, along with corresponding suggestions.

When the first hypothesis “Corporate governance has a significant and positive effect on thriving at work behaviour” was tested, it was found that there was a significant and positive relationship between employees’ perceptions of corporate governance and their thriving at work behaviour. Corporate governance perceptions of employees working as customer relationship consultants affect their thriving at work behaviour. Accordingly, as the employees’ perception of

corporate governance increases, their tendency to thriving at work increases at the same rate. There are studies in the relevant literature that directly or indirectly show that there is a positive relationship between corporate governance and thriving at work (Han et al., 2024; Karamustafa et al., 2009; Needles et al., 2012). Corporate governance includes the development of employees, the enhancement of their skills and abilities, the facilitation of business processes, and the development of employee productivity and performance. Therefore, good corporate governance practices implemented in organizations contribute to the enhancement of employees' abilities and their professional development. The training and development needs of employees who strive for thriving can be identified through corporate governance, and an organizational environment in which employees can thrive themselves can be prepared by conducting studies in this direction.

When the second hypothesis "Corporate governance has a significant and positive effect on workplace happiness" was tested, a significant and positive relationship was found between corporate governance and workplace happiness. According to the second result, a significant relationship was found between employees' perceptions of corporate governance and their workplace happiness, and it was determined that as employees' perceptions of corporate governance increase, their workplace happiness increases. In the related literature, significant relationships were found between different dimensions of corporate governance and employee happiness or workplace happiness. For example, according to a study conducted by Nazlı (2015) on service sector employees, a statistically significant relationship was found between the fairness/equality, responsibility and transparency dimensions of corporate governance and workplace happiness. It has been observed that there are many studies supporting these results in the related literature (Amin & Akbar, 2013; Kruger, 2014). Based on this result and the studies in the literature, it can be stated that managers should attach importance to corporate governance practices, and that employees' workplace happiness can be increased through corporate governance practices such as fairness, transparency, equality, and responsibility in organizations. Determining wages in a fair and transparent manner and equal distribution of professional work can also enable the development and strengthening of workplace happiness.

When the third hypothesis "Workplace happiness has a significant and positive effect on thriving at work behaviour" was tested, a significant and positive relationship was found between employees' workplace happiness and their thriving at work behaviour. According to the third result obtained, it can be stated that as the workplace happiness of the employees increases, their thriving at work behaviour will also increase. In the relevant literature, it has been

observed that there is a positive relationship between workplace happiness and thriving at work (Qaiser et al., 2020). This situation encourages employees' thriving at work behaviour because happy employees invest more in their work and are willing to learn and develop more. Workplace happiness increases employees' commitment to their jobs and enables them to develop themselves more selflessly and consistently.

When the fourth hypothesis developed within the scope of the study "Workplace happiness has a mediating role between corporate governance and thriving at work behaviour" was tested, it was determined that workplace happiness has a mediating role in the significant relationship between corporate governance and thriving at work behaviour. According to the results of the study, it can be stated that workplace happiness has a mediating effect on the relationship between employees' perceptions of corporate governance and thriving at work behaviour. Workplace happiness mediates the relationship between corporate governance and thriving at work behaviour because applying principles such as transparency, fairness and responsibility encourages employees to trust their work. At the same time, corporate governance facilitates the effective participation of the employees, enables them to exhibit thriving behaviours by valuing their opinions, and facilitates the improvement of the working environment, quality of life, and job satisfaction.

When the fifth hypothesis "Employee voice is a moderator between workplace happiness and thriving at work behaviour" was tested, it was found that employee voice has a moderating role in the positive relationship between workplace happiness and thriving at work behaviour. According to this result, employee voice has a regulatory role in the relationship between workplace happiness and thriving at work behaviour. The direction and strength of this relationship is affected by the change in the level of employee voice. Employee voice contributes to an individual's level of satisfaction at work, job satisfaction, and positive or negative emotional state. When an employee feels happy and satisfied at work, it can trigger thriving at work behaviour. An employee who is happy at work can increase their commitment to their job, be more open to development and learning, and continuously improve themselves. On the other hand, a negative employee voice situation may lead to unhappiness and dissatisfaction at work. In this case, thriving at work behaviour may decrease or may not develop at all. A negative employee voice can hinder the development of the employee and cause a decrease in motivation at the workplace.

When the sixth hypothesis designed within the scope of the study, "Employee voice has a situational mediating role between corporate governance and thriving at work behaviour (through workplace happiness)" was tested,

employee voice was found to be a moderating variable in the indirect effect of corporate governance on thriving at work through workplace happiness. According to this result, it can be stated that employee voice through workplace happiness has a moderating role in the relationship between employees' perceptions of corporate governance and thriving at work behaviours. The moderating role of employee voice enables employees to express their voice within the company, share their ideas, and participate in management processes. This role encourages the company to operate in a democratic environment and supports the active participation of employees in decision-making processes. With corporate governance, organizations regulate power and authority and ensure accountability. Good corporate governance aims to ensure that decision-making processes are fair and transparent, stakeholders' rights are protected, and the company is sustainable. Corporate governance encourages employee participation and at the same time facilitates employee thriving through the organizing role of employee voice.

Based on the results of this research, we recommend managers to spread the concept of corporate governance in businesses. Because the results of this research have shown us that employees are happier and want to improve themselves at work in a place where the perception of corporate governance increases. Another important issue is that managers give employees the freedom to express themselves. The results of the research have shown us that employee voice within the organization can also have positive effects. Therefore, we recommend that managers develop strategies to increase employee happiness by implementing governance principles such as transparency, justice and accountability, and create an environment where employees can express themselves freely. In this context, it is necessary for organizations to adopt practices that strengthen the understanding of corporate governance and develop policies that support employee happiness and voice for sustainable success. This research has certain limitations. Primarily, it was carried out with participants from two organisations based in Türkiye, which restricts the generalisability of the findings. To enhance the applicability of the results, future studies could involve employees from diverse sectors across different regions.

#### **6. CONFLICT OF INTEREST STATEMENT**

Authors don't have any competing interests.

#### **7. FUNDING ACKNOWLEDGEMENTS**

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## 8. AUTHOR CONTRIBUTIONS

This study has two authors. All stages of the study were equally designed and prepared by the authors.

## 9. ETHICS COMMITTEE STATEMENT

This study has been prepared in accordance with the rules of scientific research and publication ethics. The research was approved by the Ethics Committee of Erzincan Binali Yildirim University Rectorate Social and Human Sciences Ethics Committee with the decision numbered 07/08 dated 25.07.2022.

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