

The Impact of Organizational Support on Quality of Work Life within the Scope of Psychological Empowerment¹

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Abstract

The purpose of this study is to examine the mediator role of psychological empowerment in the effects of organizational support provided by organization managers to employees on employees' work life quality. In alignment with this purpose, the variables of "organizational support" and "work life quality" were used. Organizational support refers to employees' perceptions of being values by their organizations and thus, the understanding of their organization takes employee well-being and interests into consideration while "work life quality" refers to an emotional outcome of employees' evaluation of their jobs and the work environment they are in. In addition to these two variables, "psychological empowerment" which refers to employees' psychological state on having control of employees on their jobs, was included as the mediator variable in the study. In the study, the data were collected from 242 administrative staff working in a state university through a survey instrument and analyzed with structural equational modelling. The results showed that organizational support has positive effects on work life quality and psychological empowerment. Similarly, a positive relationship was found between psychological empowerment and work life quality. Additionally, a mediator role of psychological empowerment on the interaction between organizational support and work life quality was identified.

Keywords: Organizational Support, Quality of Work Life, Psychological Empowerment

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Psikolojik Güçlendirme Baęlamında Örgütsel Desteęin İř Yařam Kalitesine Etkisi

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Öz

Bu çalıřmanın temel amacı, örgüt yöneticileri tarafından iřgörenlere karřı gösterilen örgütsel desteęin, iřgörenlerin iř yařam kaliteleri üzerine etkisinde psikolojik güçlendirmenin aracı rolünü incelemektir. Bu amaçla mevcut arařtırma; iřgörenlerin örgütleri tarafından deęerli olarak algılanması ve örgütün onların iyilięini ve çıkarlarını düřündüęü yolunda bir çıkarım yapması ile ilgili olan "örgütsel destek" ve iřgörenlerin yapmış oldukları iři ve buldukları iř ortamını deęerlendirmeleri sonucu ortaya çıkan duygusal bir durumu ifade eden "iř yařam kalitesi" deęiřkenlerini ele alarak ve iřgörenlerin iřleri üzerinde kontrolleri olduęuna dair psikolojik durumlarını ifade eden "psikolojik güçlendirmeyi" aracı deęiřken olarak ilave ederek ilgili alana katkıda bulunmaktadır. Arařtırmamızda bir devlet üniversitesinde hizmet veren 242 idari personelden anket teknięi ile veri toplanmıştır ve bu veriler yapısal denklik modellemesi ile analize tabi tutulmuştur. Arařtırma sonucunda örgütsel desteęin iř yařam kalitesi ve psikolojik güçlendirme üzerinde olumlu yönde etkilerinin olduęu gözlenmiştir. Benzer şekilde psikolojik güçlendirme ile iř yařam kalitesi arasında da olumlu yönlü bir iliřkinin varlıęı tespit edilmiştir. Arařtırmada örgütsel destek ve iř yařam kalitesi arasındaki etkileşimde psikolojik güçlendirmenin kısmi bir aracılık rolü üstlendięi belirlenmiştir.

Anahtar Kelimeler: Örgütsel Destek, İř Yařam Kalitesi, Psikolojik Güçlendirme

Introduction

The process of globalization and technological advancements cause rapid changes in today's business world. These changes expose organizations, which are inseparable structure of society, to cruel market conditions. In such an environment, the success of organizations is measured with qualified human resources they have. Bringing qualified human resources into organizations and retaining the current resource within the organization play a crucial role in organizations' sustainability of their presence and competitive advantage. Within this context, work life quality becomes relevant. Work life quality refers to the emotional state of employees as a result of evaluation of their jobs and the work environment they are in. Thus, work life quality is important not only for employees but also for organizations.

Organization managers play a significant part for employees to develop positive perceptions on work life quality through evaluating their jobs and the work environment they are in. This is related to the concept of organizational support which refers to employees being perceived as valuable by the organization and the understanding that the organization considers employees' well-being and interests. Organizational support which reflects the quality of the continuing relationship between employees and the organization impact employees' perceptions on the organization positively.

Another concept that impacts employees' work life quality is psychological empowerment which refers to the thought of employees on how they have control over their jobs. This is an important concept in the business world in terms of organizations and employees as employees need initiative and innovation in today's changing world.

Although managers have increased the work life quality of employees by providing the necessary support, the increase is not at the desired level. Therefore, the variable of psychological empowerment can play an important role in increasing work life quality by using it with organizational support. With this purpose, this study examines the role that psychological empowerment plays on the effect of organizational support on work life quality.

Conceptual Framework

Organizational Support

Organizational support refers to the perception on organization's willingness to support employees in how to be more efficient and productive in performing tasks. Thus, this is concept related to organization's sensitive behaviors towards employees' social and emotional needs. Organizational support also means that employees' efforts in performing tasks will be awarded (Eisenberger et al., 1986). Within this context, organizational support becomes an important concept for employees. The fact that human resources are crucial for organizations makes it clear how this concept is important for organizations.

Characteristics seen in organizations where organizational support is provided are evaluated positively by employees and the trust and loyalty developed by employees towards their organizations increase. Employees who are supported would embrace organizational goals and increase performance to achieve those goals. Also, tendency towards negative behaviors such as tardiness, absence, tendency to resign, stress, conflict, etc. decreases. Due to such positive effects, it is important for organizations to provide support and this support to be perceived by employees.

Psychological Empowerment

Empowerment has become an important factor in today's organizations that focus on human resources. Rather than accumulating power at the top and use it on employees, organizations put an emphasis on empowerment of all employees from top to bottom and this approach is becoming more common in contemporary organizations.

Power is defined as the skill and capacity of creating an effect on others by an individual or a group while empowerment is creating an environment that provides opportunities for employees to make decisions related to work and to take responsibility in their tasks (Erstad, 1997). Cohger and Kanungo (1987) approached empowerment from a motivational perspective in their study and defined psychological empowerment as a process in which self-efficacy of employees is increased through identification and

eliminations of conditions that lead to weakness. Self-efficacy refers to employees' beliefs in themselves in performing tasks assigned and overcoming problems that may arise in performing tasks.

Psychological empowerment leads to several positive behavioral changes in employees. These positive outcomes include an increase on self-confidence and self-efficacy of employees, increase in the quality of their services, willingness to self-improve, being comfortable with decision making and problem solving (Litrell, 2007). Psychological empowerment has four dimensions that are; meaning, efficacy, autonomy and effect.

Meaning: This dimension refers to employee perceptions of the job as "meaningful" and related to the value of organizational goals and the job from an employee perspective. The perception developed by the employee that the job is meaningful would affect their job satisfaction and empowerment level. There should be compatibility between employees' attitudes, values, and beliefs and organizational goals. This compatibility would make the job more meaningful and empowerment can be achieved.

Efficacy: Self-efficacy refers to employees having a positive and effective performance, and confidence on their skills and expertise. In other words, it's the belief that the person can perform the task assigned as best as they can.

Autonomy: This dimension is related to the ability of employees to act freely and refers to being free in making decisions on their attitudes, actions, methods, and procedures.

Effect: This refers to the perceptions of employees on the ability to affect strategic, managerial, and operational outcomes related to the job (Spreitzer, 1995).

Work Life Quality

Rapid changes in the fields of technology and science lead to the emergence of work life quality concept. With the results of research being conducted, the importance of work life quality increases day by day. However, it is seen that the quality of work life does not increase in parallel to the changes and developments today, and that technological or economic advancements are not sufficient to improve work life quality. Within this

context, organizational lives and individual characteristics of employees as well as their work life quality started to become more important.

Work life quality which is defined as the quality of work relationships that are considered not only from technical and economic aspects but also individual aspects. It is a contemporary management style that provide humane working conditions, that make individuals qualified, and makes organizations to be effective and productive in the long-term by improving conditions in the organization. Developments in the communication field have triggered a global competition, have increased expectations on standards of living of employees, and have led to the emergence of managerial approaches that emphasize work life quality (Uysal, 2002; Koşan and Geçgin, 2013).

Work life quality that affects the organization as a whole from all aspects is a broad systematic approach constituting fundamental values developed for the job. The core of this concept lies in a work environment that employees are satisfied with the organization, colleagues, and management style (Ayaz and Beydağ, 2014).

Methodology and Findings

Research Model and Hypotheses

Providing organizational support through activities such as consideration and evaluation of requests and complaints of employees by employers, identification of how to reach goals in a short time without neglecting employee interests, evaluation and consideration of employees' contributions to the organization, would impact employees' work life positively. Research on organizational support show that receiving support from the organization and an attitude that employees are valued create a positive state of mind in employees which would increase in the quality of work life.

In a study conducted by Stamper and Johlke (2003), it was shown that there is a positive relationship between job satisfaction and perceived organizational support. In other words, when perceptions of employees on organizational support increase, they are more satisfied with their job. It was identified that fair procedure and fair distribution have a positive

relationship with organizational support. Also, organizational support has an effect of mediator variable between organizational justice and job satisfaction (Çakar and Yıldız, 2009).

When the relationship between psychological empowerment and work life quality is evaluated, it's seen that in general, employees who feel empowered at work feel less stressed, have more job satisfaction and the quality of their work life increases (Spreitzer et al., 1997). For example, Kirkman & Rosen (1999) identified a positive relationship between job attitudes at a team level (job satisfaction and organizational loyalty) and employee empowerment. Thus, empowerment from this perspective increases employee motivation, job satisfaction, trust on the organization, and work life quality.

Dee et al. state that empowerment of work environment would make work life quality improvement easier. Similarly, activities of work life quality such as employee loyalty, quality circles, and participatory management are considered as an approach towards employee empowerment (Schlesinger and Oshry, 1984).

In alignment with the perspectives presented, following hypotheses and research model were developed:

- H1: Organizational support has a positive effect on the perceptions of employees on work life quality.
- H2: Organizational support has a positive effects on psychological empowerment.
- H3: Psychological empowerment plays a mediator role in the effect of organizational support on employee perceptions on work life quality.

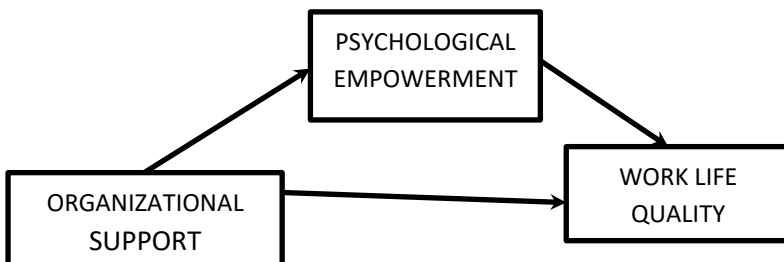


Figure 1. The Research Model

Data Analyses

In analyzing the data, statistical programs were used and the level of significance was accepted as $p=0.05$. In the current study, the reliability and validity of surveys were tested as the first step. The 242 surveys constituting the data sources have a good power to represent the research population and good sample size as the majority of survey forms that is considered as sufficient and constitute the sample size were returned and 96.8% of these surveys were included in the analyses.

In testing the scale reliability levels, internal consistency method was completed and Cronbach's alpha reliability measure was used. Cronbach alpha value can be between 0 and 1, and the closer the value is to 1, the more reliable the scale is (Morgan et al., 2004).

In order to test the reliability and validity of the scales used in the study, exploratory and confirmatory factor analyses were completed. Factor analysis which is a multivariate analysis method, makes the identification of relationships between multiple variables easier, and aims to obtain new, and less variables by combining variables (Büyüköztürk, 2002). Factor analysis have two different types that are exploratory and confirmatory. In exploratory factor analysis, an item's factor loading being below a certain value indicates that the item is not able to explain its factor well.

Prior to exploratory factor analysis, pre-conditions should be met to be able to perform the analysis. The first condition is that the number of surveys that a factor analysis will be completed on should be more than the number of questions. Another condition is the measure of sampling adequacy (Kaiser-Meyer-Olkin) and test of sphericity (Bartlett's) should be at a sufficient level. In this study, the criteria are that KMO higher than 0.60 and the significance of Bartlett's test of sphericity as 0.000 (Leech et al., 2005).

A confirmatory factor analysis was completed to test the fitness of the factor structure identified with exploratory factor analysis performed on the scales used. Confirmatory factor analysis is considered to be a better method of analysis compared to exploratory factor analysis in terms of examining the relationship between latent variables and the observed variables during survey development (Şencan, 2005). This analysis uses correlation and covariance matrices to identify how many independent

groups the variables can be grouped in and the compatibility of the data with theory. In this analysis, researchers know which item belongs to which factors prior to the analysis (Şimşek, 2007).

The Premise and Limitations of the Study

The scales used in the study have the necessary characteristics to explain the factors that are foci of the analyses. Although these scales were found to be reliable and valid in other studies, reliability and validity tests were also completed in this study. The results of these analyses showed that the instruments have a high level of reliability. Thus, we assume that the instrument reflects the current status of perceptions on organizational support, psychological empowerment and work life quality within the organization.

The current study was conducted with administrative staff at a public university. Thus, the findings are limited to the data collected from this group. Additionally, the study being cross-sectional and the presence of changing conditions cause certain limitations in the evaluation of findings.

As the nature of the study involves human subjects and evaluations of employee behaviors, the general limitations of social sciences research are applicable for the current study. The reliability of the findings are limited to the employees' evaluations and the technical characteristics of the survey used to collect data.

Identification of the Research Population and Sampling

The population of this study consists of 452 administrative staff in a public university. The sample size was determined as 208 with a 95% confidence level and a 5% margin of error (<http://www.surveysystem.com/sscalc.htm>). However, considering the potential mistakes in responses and incomplete surveys, the total number of paper surveys prepared was 250. The surveys were distributed to and collected from the administrative staff by the researcher. 245 surveys were collected out of 250 distributed surveys. 3 of the collected surveys were excluded as they were incomplete. Thus, the total number of surveys included in the data

analysis is 242. A simple random method was used in the selection of the sample.

Survey Instrument

As this research study is quantitative in nature, a survey instrument was used to collect data. The survey has 5 questions related to demographics such as gender, age, education status, marital status, and the years of work. In the first section of the survey, we used the "organizational support scale" developed by Eisenberger et al. (1998) to measure employees' perceptions on organizational support. The scale has 10 items and consists of one dimensions. In the second section of the survey, we used the Turkish modified version (Şen, 2008) of the "psychological empowerment scale" developed by Spreitzer (1995). This scale has 12 items and 4 dimensions (Survey number: Meaning-1, 2, 3; Efficacy-4, 5, 6; Autonomy-7, 8, 9; , Effect-10, 11, 12). In the last section we used the Turkish version (Aba) of the "quality of work life scale" developed by Walker et al., (2009). This scale measures the employee perceptions on work life quality and consists of 15 items and 3 dimensions (Survey number: Work Environment-1, 2, 3, 4, 5, 6, 7; Work conditions-8, 9, 10, 11, 12; Services Provided- 13, 14, 15).

Analysis and Findings

In this section of the paper, findings related to the demographic variables, and the reliability-validity analyses of the scales of organizational support, psychological empowerment, and work life quality are presented. To test the reliability and validity of the scales used in this study, exploratory and confirmatory factor analyses were used, respectively.

As shown in table 1, the majority of the participants are male (53.7%) and 43.4% of them are within the age range of 26-35. The majority of the participants are married (71.9%) and college graduates (67.8%). When the number of years they have been working is examined, it was found that 36.4% of the participants have worked in their current organizations between 6-10 years.

Table 1. Demographics

Variable	Category	f	(%)
Gender	Female	112	46.3
	Male	130	53.7
Age	25 and younger	38	15.7
	26-35	105	43.4
	36-45	68	28.1
	46 and older	31	12.8
Marital Status	Single	68	28.1
	Married	174	71.9
Education Status	High School and Associate Degree	43	17.8
	Undergraduate	164	67.8
	Graduate	35	14.5
Years of Work	1-5	58	24.0
	6-10	88	36.4
	11-15	63	26.0
	16 and more	33	13.6

1. Reliability-Validity Analysis for the Organizational Support, Psychological Empowerment, and Work Life Quality Scales

The results of the reliability analysis for the scales of organizational support, psychological empowerment, and work life quality showed that the Cronbach alpha coefficient for the organizational support scale was .913, .843 for the psychological empowerment scale, and .926 for the work life quality scale. Additionally, the total score correlation for the items was not below 30 which was accepted as the intersection point. Thus, none of the items had to be removed from the scales. Also, the analysis showed that when an item is removed from the scale, the Cronbach alpha reliability coefficient does not change significantly.

2. Exploratory and Confirmatory Factor Analyses for the Organizational Support Scale

The exploratory factor analysis completed for the psychological empowerment scale showed that none of the factor loadings for the 10-item scale were below 0.40. Additionally, the items loaded into 1 factor. The Kaiser-Meyer-Olkin Measure of sampling adequacy which shows the condition

to be able to complete a descriptive factor analysis on the data, was 0.923, and the sphericity test which shows that significant factors can be revealed from the data, was 1273.111 ($p < .000$). These results are at the acceptable level.

Table 2. Exploratory Factor Analysis for the Organizational Support Scale

Factor	Factor Loadings
Organizational Support	
OS3- My organization cares about my personal goals and values very much.	.816
OS4- My organization takes my opinions into consideration.	.798
OS8- My organization worries about me so much.	.797
OS1- My organization helps me when I have problems.	.770
OS6- My organization would forgive the mistakes that are tolerable when it's me.	.761
OS10- My organization considers my well-being.	.761
OS5- My organization do not use me for its interests.	.756
OS2- My organization makes my job enjoyable.	.686
OS7- When I need help personally, my organization is willing to help.	.684
OS9- My organization is proud of my success at work.	.666

K.M.O= .923 Barlett's Sphericity Test= 1273.111p= .000 Cronbach Alpha .913

A confirmatory factor analysis was completed for the organizational support scale to reveal the fitness of the factor structure according to the exploratory factor analysis. When a modification was performed in the model between D14 and D3, and D4 and D8. The chi-square value increased and the fitness values increased. The fitness indexes and the reference values listed in the literature (Hooper et al., 2008; Taşgın & Korucuk, 2018) are presented in table 3.

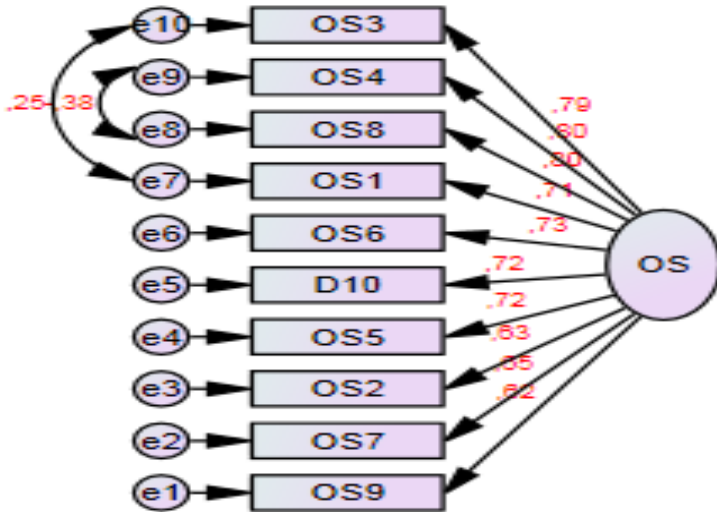


Figure 2. Modified Confirmatory Factor Analysis for the Organizational Support Scale

Table 3. Results of Modified Fitness Index for the Organizational Support Scale

Indexes	Reference Value		Measure- ment	Result
	Good Fit	Acceptable Fit		
CMIN/DF	$0 < \chi^2/sd \leq 3$	$3 < \chi^2/sd \leq 5$	2.375	Good Fit
TLI	$.95 < TLI \leq 1$	$.90 < TLI \leq .94$.951	Good Fit
RMSEA	$0 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$.076	Acceptable Fit
CFI	$.95 < CFI \leq 1$	$.90 < CFI \leq .94$.964	Good Fit
GFI	$.95 < GFI \leq 1$	$.90 < GFI \leq .94$.941	Good Fit

3. Exploratory and Confirmatory Factor Analyses of the Psychological Empowerment Scale

The exploratory factor analysis completed for the psychological empowerment scale showed that none of the factor loadings for the 12-item scale were below 0.40. Additionally, the items loaded into 4 factors. The Kaiser-Meyer-Olkin Measure of sampling adequacy which shows the condition to be able to complete a descriptive factor analysis on the data, was 0.817, and the sphericity test which shows that significant factors can be revealed from the data, was 1220.608 ($p < .000$). These results are at the acceptable level.

Table 4. Exploratory Factor Analysis of the Psychological Empowerment Scale

Factor	
Psychological Empowerment	FactorLoadings
PE5- I'm certain that I have the necessary capacity to achieve activities in my job.	.858
PE6- I developed the skills needed for my job over time.	.833
PE4- I'm certain that I have the necessary skills to do my job.	.787
PE11- I can control things in the department I work.	.896
PE10- I have a major influence on things happening in the department I work.	.839
PE12- I can influence things significantly in the department I work.	.838
PE2- My business activities are meaningful to me on an individual basis.	.863
PE3- My work is meaningful to me.	.776
PE1-The job I do is very important for me	.761
PE7- Mostly I make the decision on how to do my job.	.832
PE8- I make the decision on how to do my job.	.777
PE9- I'm given opportunities significantly to do my job independently and freely	.583

K.M.O= .817 Barlett's Test of Sphericity=1120.608 p= .000 Cronbach Alpha .843

A confirmatory factor analysis was also completed for the psychological empowerment scale to reveal the fitness of the factor structure according to the exploratory factor analysis. As the fitness indexes is at an acceptable level, no modification was done. The fitness indexes of the confirmatory factor analysis and the reference intervals listed in the literature are provided in table 5.

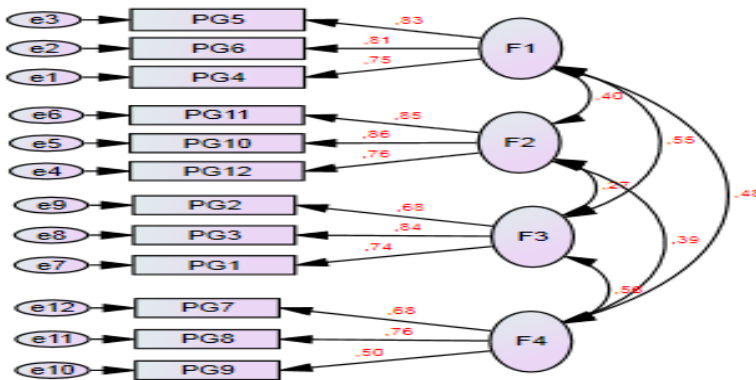


Figure 3. Confirmatory Factor Analysis for the Psychological Empowerment Scale

Table 5. Fitness Index Results for the Psychological Empowerment Scale

Index	Reference Value		Measure- ment	Result
	Good Fit	Acceptable Fit		
CMIN/DF	$0 < \chi^2/sd \leq 3$	$3 < \chi^2/sd \leq 5$	2.136	Good fit
TLI	$.95 < TLI \leq 1$	$.90 < TLI \leq .94$.936	Acceptable Fit
RMSEA	$0 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$.069	Acceptable Fit
CFI	$.95 < CFI \leq 1$	$.90 < CFI \leq .94$.954	Good fit
GFI	$.95 < GFI \leq 1$	$.90 < GFI \leq .94$.934	Acceptable Fit

4. Exploratory and Confirmatory Factor Analyses of the Quality of Work Life Scale

The exploratory factor analysis showed that none of the items in the 15-item scale had a factor loading below 0.40. Additionally, items were loaded on to 3 factors. The KMO (Kaise-Meyer-Olkin) measure of sampling adequacy was found to be .907 and the Bartlett's test of sphericity, which shows that significant factors can be derived from the data, was found to be 2614.267; ($p < .000$). Both scores are at a sufficient level.

Table 6. Exploratory Factor Analysis of the Quality of Work Life Scale

Factor	
Work life Quality	Factor Loadings
WL4- I'm satisfied that my authority and responsibilities are balanced.	.810
WL1- In general, I'm happy to work in my current organization.	.788
WL3- I'm satisfied with the prestige I have in society due to my current job.	.787
WL5- I'm satisfied with the alignment of organizational goals and my personal goals.	.772
WL2- I'm satisfied with the alignment of my skills with the job I'm doing.	.730
WL6- I'm satisfied with the opportunities I have at work to express and improve myself	.727
WL7- I'm satisfied with my job being aligned with my expectations.	.617
WL14- I'm satisfied with the communication and transportation sources.	.915
WL15- I'm satisfied with social opportunities and activities.	.899
WL13- I'm satisfied with the food services offered.	.879
WL9- I'm satisfied with the procedures of leave of absence.	.759

WL11- I'm satisfied with the sufficiency of the social acitivites in the work place.	.750
WL12-I'm satisfied with the work done on organizational improve-ment and change.	.698
WL10-I'm satisfied with the physical work environment in the or-ganization.	.647
WL8-I'm satisfied with the work hours and procedres of overtime.	.525
<i>K.M.O= .907 Bartlett'sTest of Sphericity =2614.267 p= .000 Cronbach Alpha .926</i>	

To reveal the fitness of the factor structure according to the results of the exploratory factor analysis, a confirmatory factor analysis was completed on the quality of work life scale. In the model, it was seen that when a modification is performed between İŞ4 and İŞ5, İŞ6 and İŞ 7, İŞ8 and İŞ12, the chi-square scores would increase and the fitness scores would increase. Fitness index of the confirmatory factor analysis and the reference intervals listed in the literature are presented in table 7.

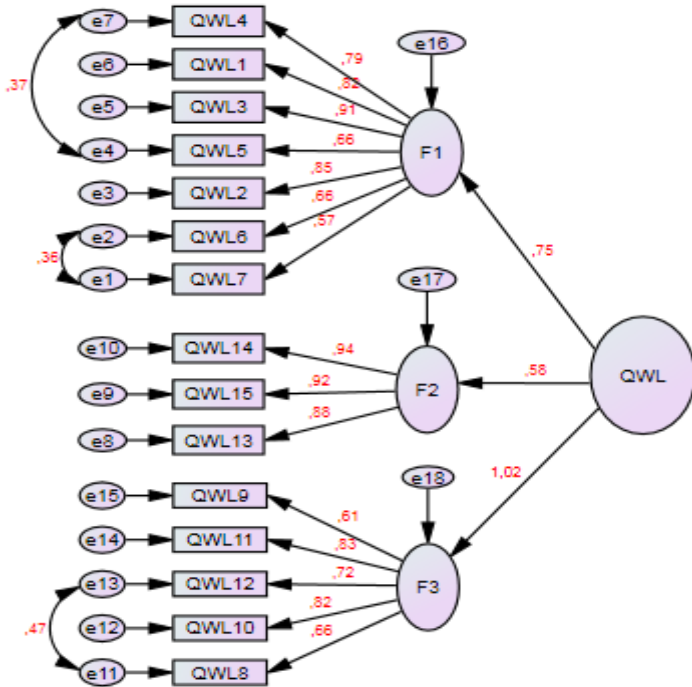


Figure 4. Modified Confirmatory Factor Analysis for the Work Life Quality Scale

Table 7. Modified Fitness Index for the Quality of Work Life Scale

Index	Reference Value		Measurement	Result
	Good fit	Acceptable Fit		
CMIN/DF	$0 < \chi^2/sd \leq 3$	$3 < \chi^2/sd \leq 5$	2.269	Good fit
TLI	$.95 < TLI \leq 1$	$.90 < TLI \leq .94$.948	Acceptable fit
RMSEA	$0 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$.073	Acceptable fit
CFI	$.95 < CFI \leq 1$	$.90 < CFI \leq .94$.959	Good fit
GFI	$.95 < GFI \leq 1$	$.90 < GFI \leq .94$.909	Acceptable fit

5. Testing the Hypotheses

A correlation analysis was completed to test the hypotheses and determine the relationship between organizational support, psychological empowerment and work life quality. The results of the correlation analysis are presented in table 8. According to the results presented in table 8, there is a significant relationship between organizational communication, trust towards management, and job satisfaction. The relationship between organizational support and psychological empowerment ($r=.316$) and work life quality ($r=.338$) is positive with a power that is significant at the 99% level. The relationship between psychological empowerment and work life quality is also positive and significant at the 99% level ($r=.286$).

Table 8. Relationship Between the Variables

Factors	1	2	3
1-Organizational Support	1		
2-Psychological Empowerment	.316**	1	
3-Work life Quality	.338**	.286**	1

* $p < 0.05$ ** $p < 0.01$

6. Structural Equation Model Analysis

Structural equation modelling test was used to examine whether there are statistically significant relationships between variables used in the study. With this purpose, the structural model of the research was analyzed in

the AMOS program. In order to test the validity of the model, relationships between variables were analyzed in alignment with goodness of fit statistics and hypotheses. To identify the mediator role of psychological empowerment in the relationship between organizational support and the quality of work life, the first condition to be met as described by Baron & Kenny is that the independent variable should have a significant effect on the dependent variable.

In alignment with the purpose, first we evaluated how much independent variable predicts the dependent variable by removing the mediator variable. According to the results of the model, an effect of 37% on the quality of work life by organizational support was found. Thus, H1 is supported. The prediction results of the model are presented in figure 5.

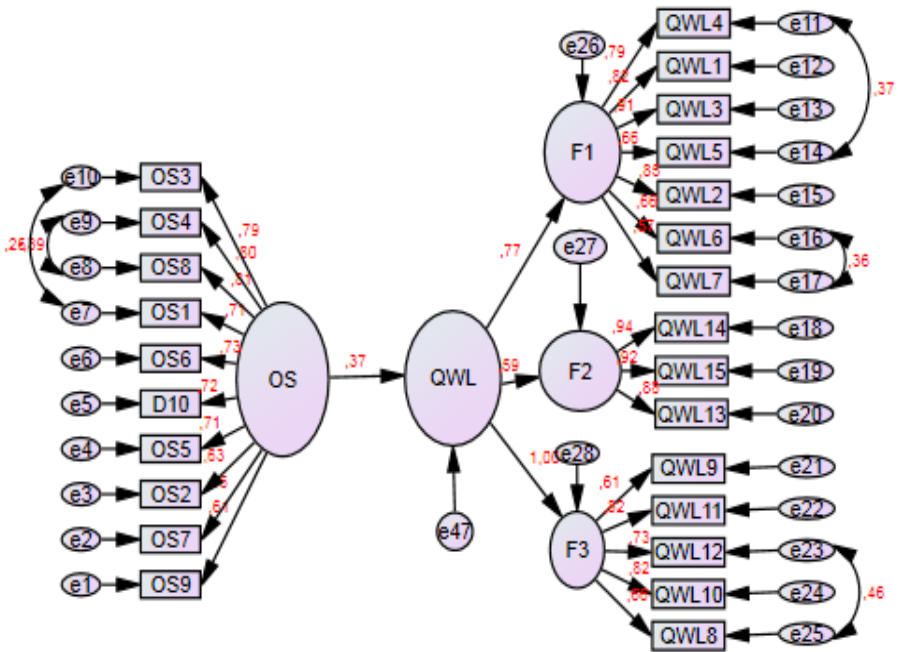


Figure 5. Standardized Likelihood results of the Impact of Organizational Support on the Quality of Work Life

The fit index of the model and the reference intervals listed in the literature are shown in table 9.

Table 9. Fit Index Results of the Model Representing the Impact of Organizational Support on the Quality of Work Life

Index	Reference Value		Measurement	Result
	Good fit	Acceptable Fit		
CMIN/DF	$0 < \chi^2/sd \leq 3$	$3 < \chi^2/sd \leq 5$	1.488	Good fit
TLI	$.95 < TLI \leq 1$	$.90 < TLI \leq .94$.962	Good fit
RMSEA	$0 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$.045	Good fit
CFI	$.95 < CFI \leq 1$	$.90 < CFI \leq .94$.966	Good fit
GFI	$.95 < GFI \leq 1$	$.90 < GFI \leq .94$.988	Good fit

In this study, organizational support is considered as an external variable while psychological empowerment and quality of work life are considered as internal variables. Psychological empowerment is added to the model as a mediator variable. A maximum likelihood estimation model is used in this study because this is a suitable method when the data do not have statistically normal distribution.

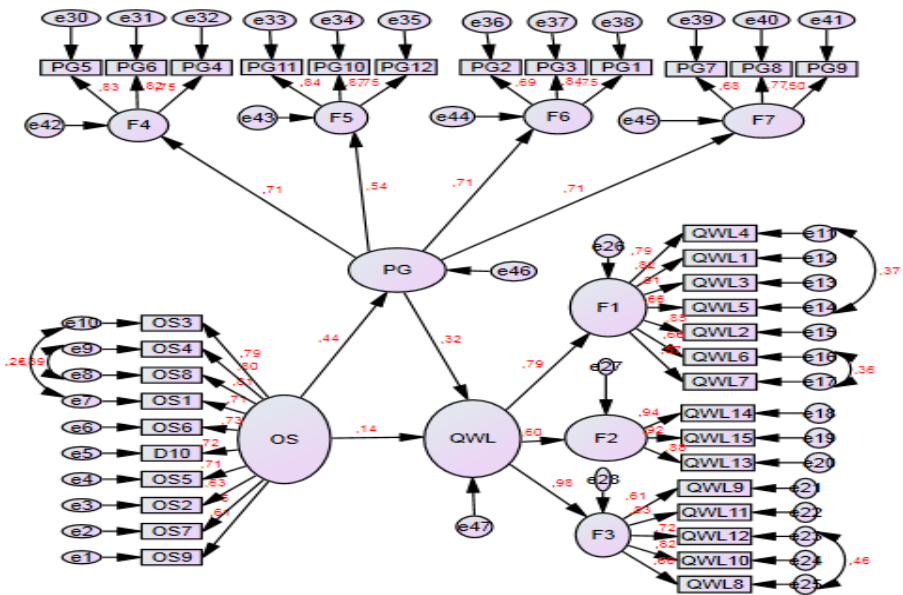


Figure 7. Illustration of Standardized Estimation Results on the Model

According to the results of the mode, the effect of organizational support on the quality of work life is 35% when psychological empowerment is not considered as a mediator variable while it decreases to 14% when

psychological empowerment is used as a mediator variable. This indicates that psychological empowerment plays a mediator role in the effect of organizational support on the quality of work life. Thus, while organizational support impacts employees' quality of work life, this impact would increase with the introduction of psychological empowerment and the quality of work life would improve. The estimation results of the test model is presented in table 7.

The results presented in table 11 show that the goodness of fit values are at the acceptable level.

When the variable of psychological empowerment was added as a mediator variable, the significance of the effect of organizational support on the quality of work life was evaluated by completing a Sobel test.

Table 11. Value Intervals of Fit Index

Index	Reference Value		Measurement	Result
	Good Fit	Acceptable Fit		
CMIN/DF	$0 < \chi^2/sd \leq 3$	$3 < \chi^2/sd \leq 5$	1.336	Good fit
TLI	$.95 < TLI \leq 1$	$.90 < TLI \leq .94$.956	Good fit
RMSEA	$0 \leq RMSEA \leq .05$	$.05 \leq RMSEA \leq .08$.037	Good fit
CFI	$.95 < CFI \leq 1$	$.90 < CFI \leq .94$.959	Good fit
IFI	$.95 < GFI \leq 1$	$.90 < GFI \leq .94$.959	Good fit

The Sobel test results show that the mediator variable is significant ($p < 0,05$) (Table 12). The results presented in table 13 show that the z value is higher than 1.90 and the p value is less than 0.05 which indicates the model is significant. Thus, H3 is supported.

Table 12: Results of Sobel, Aroian & Goodman Tests

	Test Statistics	Standard H.	p-value
Sobel Test	2.71908807	0.02245091	0.00654622
Aroian Test	2.68308941	0.02275213	0.00729455
Goodman Test	2.75657569	0.02214559	0.00584101

Table 13. Indirect Effect and Significance Using Normal Distribution

	Value	S.H.	LL95CI	UL95CI	Z	p
Effect	,0610	,0228	,0162	,1057	2,6695	,0076

Conclusion

The purpose of this study was to evaluate the effect of organizational support on the quality of work life and the role psychological empowerment plays in this effect. In alignment with this purpose, first a conceptual framework is structured around organizational support, quality of work life and psychological empowerment. Then, using a survey instrument, data were collected from 242 administrative staff at a state university. Collected data were then analyzed.

In this study, correlation and structural equation modelling analyses were performed to test the hypotheses. The correlation test results indicated that there is a significant relationship between organizational support, psychological empowerment and work life quality at a 99% confidence level. This finding shows that organizational support increases psychological empowerment and the perceptions of employees on quality of work life.

To evaluate whether there are significant relationships between the variables used in the study, structural equation modelling was used. With this purpose, the structural model of the research was tested with the AMOS program. In the research model, the perception of organizational support was used as an external variable while quality of work life and psychological empowerment were used as internal variables. Psychological empowerment was added to the model as a mediator variable.

When the effect of organizational support on work life quality was evaluated within the context of psychological empowerment, it was found that the direct effect of organizational support on work life quality is significant at the 99% level when psychological empowerment is removed from the model as a variable (.370 and $p=000$). Then, when the mediator variable of psychological empowerment is added to the model and the model is analyzed, it was found that the effect of organizational support on work life quality is significant at the 95% confidence level (.140 and $p=.017$).

Considering the values, the direct effect of organizational support on work life quality without any mediator is significant. However, when the mediator variable of psychological empowerment is added to the model, the effect of organizational support on work life quality decreased. This

can be interpreted as organizational support affects work life quality both directly and through psychological empowerment.

The effect of psychological empowerment on work life quality (,320) is higher compared to organizational support (,140). If organization managers provide support for their employees while at the same time empowering them psychologically, the perceptions of employees on work life quality will be higher. With the addition of the mediator variable to the model, the fact that the effect of organizational support on work life quality is not removed or just decreed show that psychological empowerment play a partial mediator role between organizational support and work life quality. This indicated that organizational support increases work life quality through both directly and through affecting psychological empowerment, and that it is an important variable in providing work life quality.

In addition to organizational support, managers can also use psychological empowerment to increase the impact of quality of life. Thus, while organizational support impacts employees' quality of work life, this impact would increase whith the introduction of psychological empowerment and the quality of work life would improve. The current study was conducted in the labor-intensive field. It is recommended to conduct the study in different sectors

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