

THE ASSOCIATIONS BETWEEN EMPLOYEE SOCIAL NETWORKING
BEHAVIOR, WORK VALUES, INDIVIDUAL VALUES AND QUALITY OF
WORK LIFE IN HEAVY INDUSTRY COMPANIES IN TURKEY

by
H. EGENUR AYDIN VILA

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**BY
H.EGENUR AYDIN VILA**

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APPROVAL PAGE

Approval of the Institute of Social Sciences



Prof. Dr. M. Fazıl GÜLER
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of Doctor Philosophy (PhD).



Prof. Dr. Dursun ARIKBOĞA
Head of Department

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Doctor Philosophy (PhD).



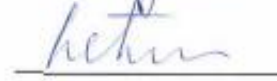
Prof. Dr. Mehmet Y. YAHYAGİL
Supervisor

Examining Committee Members

[Prof. Dr. Mehmet Y. YAHYAGİL] [Yeditepe University]



[Prof. Dr. Natalya KETENCI] [Yeditepe University]



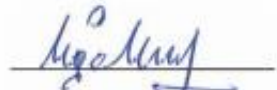
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[Asst. Prof. Eyüp Ensari CİCERALİ] [Nişantaşı University]



[Asst. Prof. İlge KURT] [Nişantaşı University]



PLAGIARISM

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Signature:

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ABSTRACT

Values are of people and they teach us what is wrong or what is right from moral and cultural perspectives and they strongly influence our attitudes and behaviors both in our work lives and in private lives. They shed light on how individuals exhibit right behavior through attitudes under different circumstances. This is related to so-called cognitive hierarchy, which refers to influence of basic personal and work values on behavior. The basic value hierarchy differs during an individual life cycle, while some values are very important at one stage of the life cycle, they may become less important in another stage. During this individual life cycle, individuals may gain new behaviors that are more coherent with their values and life quality. This change in value hierarchy does not only show the social experiences of the individuals, but it also adds new roles and responsibilities to individuals while contributing to the decisions of their needs and priorities.

Political, economic and technological developments, notably in the field of communication, have led to emergence of a novel concept called “social networking”. It has already started to influence the ways in which both employees and organizations are being experienced to determine the quality of their work life. Further, it has also become a highly effective and significant apparatus in understanding the means of not just individual values but also work values. The purpose of this study is to examine the certain individual and work values that determine employee-networking behavior in selected heavy industry sectors in the Turkish business world; namely, iron & steel and petroleum sectors.

Individual values are known with their capacity to directly affect work values. There is a positive relationship between values and quality of work life. However, a

careful review of the existing literature reveals that much uncertainty still exists about the existence of a relationship between values, quality of work life and networking behavior. Thus, this research aims to close this gap through a comprehensive inquiry into the following questions: what is the relationship between social networking behavior and values? Furthermore, three major work values which are such as intrinsic or self-actualization values, extrinsic or security or material values, (3) social or relational values were examined thoroughly.

The outcomes of the study indicated first, that Schwartz's values of stimulation, benevolence and universalism are of importance for the members of Turkish organizations. Second, there is a strong relationship between individual values, work values and quality of work life. Third, social networking which not only contributes to the efficiency, and effectiveness of the organization, but also satisfaction and achievement of the employees of the organization. Fourth, health and safety, self-esteem and social needs determine the quality of work life. Finally, a significant relationship exists between employee networking behavior and the dimensions of social needs, esteem needs and actualization needs of the variable of quality of work life (QWL).

Key Words: Networking, Work Values, Individual Values, Quality of Work Life, High Order Dimensions, PVQ, TRA.

ÖZET

Değerler insanlara özgüdür ve bize neyin yanlış olduğunu ya da neyin ahlaki ve kültürel açıdan doğru olduğunu öğretir. Ayrıca değerler hem çalışma hayatımızda hem de özel yaşamımızda tutum ve davranışlarımızı güçlü bir şekilde etkiler. Değerler, bireylerin farklı koşullar altındaki tutumlarıyla nasıl doğru davranış sergileyebildiklerine de ışık tutarlar. Bu, aynı zamanda temel kişisel değerlerin ve iş değerlerinin davranış üzerindeki etkisini ifade eden bilişsel hiyerarşi ile ilgilidir. Temel değer hiyerarşisi bireysel yaşam döngüsü boyunca farklılık gösterirken, bazı değerler yaşam döngüsünün bir aşamasında çok önemlidir, başka bir aşamada ise daha az önemli hale gelebilir. Bu bireysel yaşam döngüsü boyunca, bireyler değerleri ve yaşam kaliteleri ile daha uyumlu yeni davranışlar kazanabilirler. Değer hiyerarşisindeki bu değişim sadece bireylerin sosyal deneyimlerini göstermekle kalmaz, aynı zamanda ihtiyaç ve önceliklerinin kararına katkıda bulunurken bireylere yeni roller ve sorumluluklar da ekler.

Özellikle iletişim alanındaki politik, ekonomik ve teknolojik gelişmeler “sosyal ağ” (Networking) olarak adlandırılan yeni bir kavramın ortaya çıkmasına neden olmuştur. Çalışma yaşamlarının kalitesini belirlemek için hem çalışanların hem de kuruluşların deneyimlenme sürecini etkilemeye başlamıştır. Ayrıca, sadece bireysel değerlerin değil, aynı zamanda iş değerlerinin anlaşılmasında da oldukça etkili ve önemli bir araç haline gelmiştir. Bu çalışmanın amacı, Türk ağır sanayi sektörlerinde, özellikle demir-çelik ve petrol sektörlerinde çalışan bireylerin iletişim ağı kurma davranışını etkileyen belirli bireysel ve iş değerlerini incelemektir.

Bireysel değerler, iş değerlerini doğrudan etkileyebilirler. Bunun yanı sıra, değerlerle iş yaşam kalitesi arasında pozitif bir ilişki vardır. Ayrıca, mevcut literatür dikkatlice incelendiğinde, değerler, iş yaşam kalitesi ve iletişim ağları oluşturma davranışı arasındaki ilişkinin varlığına dair hala belirsizliğin olduğu anlaşılmaktadır. Dolayısıyla, bu araştırma literatürde saptanan bu açığı aşağıdaki sorulara kapsamlı cevaplar arayarak kapatmayı hedeflemektedir: sosyal iletişim ağları oluşturma ile değerler arasındaki ilişki nedir? Ayrıca, bu bağlamda öneçikanüç ana iş değeri ile olan ilişkinin varlığı, bunlar sırasıyla: içsel ya da kendini gerçekleştirme ile alakalı değerler, dışsal ya da güvenlik ya da maddi değerler, sosyal ya da ilişkisel değerler.

Bu noktadan hareketle bu çalışmanın amacı, bireysel değerler ve iş değerleri ile iş yaşamı kalitesinin ve çalışanların iletişim ağları kurma davranışları arasındaki ilişkiyi araştırmaktır. Çalışmanın diğer bir amacı da, işletme çalışanlarının sosyal ağ kurma davranışları ile bireysel değerler ve iş değerleriyle çalışma ortamı kalitesi arasındaki bağıntıyla ilgili olarak çalışanların ağ kurma davranışlarının rolünü öğrenmektir.

Türkiye’de ağır sanayi sektöründe faaliyet gösteren şirketlerde çalışanlardan elde edilen veri analiz edilmiş ve sonuçlar Uyarım (Stimulation), Yardımseverlik (Benevolence) ve Evrenselliğin (Universalism) en çok öne çıkan değerler olduğu saptanmıştır. Bulgular bu alandaki farklı çalışmalarla da desteklenmiş ve statü sahibi olma, bireysel başarı gibi değerlerin önemsendiği bunun da kültürle desteklendiği görülmüştür. Bir başka bulgu da hipotezlerde de öngörüldüğü gibi iş değerleri ile Schwartz’ın “üst düzey boyutlar” (high order dimensions) kavramı ile arasında bir ilişki olduğu gözlemlenmiştir. İçsel iş değerlerinin (intrinsic work values) Schwartz’ın

değişime açıklık boyutuyla ilişkisi gözlenirken, dışsal iş değerlerinin (extrinsic values) kendi kendini geliştirme boyutu ile arasında ilişki olduğu görülmüştür.

Çalışmanın dikkate değer bir diğer bulgusu da sosyal ve profesyonel iletişim ağları oluşturmanın bireysel ve iş değerleri ile iş yaşamının kalitesi arasındaki ilişkiye belirli bir ölçüde etkisinin saptanması olmuştur.

***Anahtar kelimeler:** Örgütsel davranış, bireysel değerler, iş değerleri, çalışma ortamı kalitesi, üst düzey boyutlar, PVQ, TRA.*

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1. INTRODUCTION

1.1. Introduction and Importance of the Subject

In today's complex business world, prioritization between work life and individual life can be one of the greatest challenges of a person's life. This challenge may affect the quality of individuals' both private life and work life. This effect can be explained by examining the certain relation between good work, quality of work place, satisfied employees and how well an individual will pursue his/her life. Values that are held by individuals shape their lives and designate their choices. An individual depending on his/her values formalizes the level of challenges he/she will face both in his/her personal and work life. In addition to individual values, other factors signify the levels of challenges such as work values. Individuals' perception of their work values also affects their life preferences, challenges and satisfaction from their work lives. Having the same origin, both individual and work values are linked to each other and share a lot in common. Based on the literature, there is already an agreement that work values are also individual values but they are more related to the individual's work lives more than their personal lives. Therefore, the growing need for understanding the relation between individual values and work values deserves attention in order to explain human attitudes and behaviors in work settings from a *networking behavior perspective*, which lately also become one of the most popular topics of management field.

Values carry a strategic importance in individuals' life. A value determines what is important for an individual for his/her personal and work life. Values, while differentiating individuals from each other, can also support individuals to meet at a common point by sharing same ideas or finding similar things important. Likewise

work values can shape and designate an individual's work life through his/her choices. Although individuals differ in terms of their needs and expectations from work, there are needs on which employees agree upon and expect to receive from their employers. Some examples for these kinds of needs can be listed as pay benefits, health insurance, hygienic work environment, etc. Moreover, employees by holding certain individual and work values, formalize their expectation for the quality of their work life. This is directly related to the satisfaction of the employees' expectation from their work and their sentiment on their work life. Employees need such positive facts as knowledge, prestige, actualization and social shape, the level of pleasure and quality of the job. The aim of the present study is to understand the significance of the relationship between individual values, work values, quality of work life and networking behavior. At this point the association between work values and quality of work life has been accepted as a determinant of the individual's behavior at work. This behavior is a reflection of human side of the work which is not related to the individuals themselves, but with their social environment at work.

The study will concentrate on the associations between values and quality of work life by taking into account employees' social networking behavior at work, after explaining the relation between values and quality of work life. Today people use and are involved in networking very actively because of various reasons. While some people need to express themselves to others, some people prefer to talk about their beliefs impersonally. Some people like to meet new people, while others prefer to create an influential number of close friends and some like to approach majority of people through networking. As Aristotle states in his famous book Politics "Man is by nature a social animal; an individual who is unsocial naturally and not accidentally is either beneath our notice or more than human. Society is something that precedes the

individual. Anyone who either cannot lead the common life or is so self-sufficient as not to need to, and therefore does not partake of society, is either a beast or a god. ” (Barnes, 1984). Humans seek communication and company of others because of their nature. Their need and desire for socialization laid the groundwork work for networking. And social networking has already become an inevitable element of our individual and work lives. It has become very useful and an unavoidable component of our lives to achieve our desire for socialization. Today individuals started to control and organize their life by fitting their world into small devices through internet connections. It is now possible to apply even for a job and have an interview through social networking websites with that company’s human resources department.

Networking is one of the trending topics of recent researches from various fields. In addition to what is mentioned above, one of the purposes of this research is to determine the possible contribution of employee networking behavior that has not been investigated through a wide range of studies. This study aims to extend the previous findings by investigating the associations between individual values, work values, quality of work life and social networking behavior. These concepts are not only popular topics of sociology and psychology, but they are also prevailing among the field of management, especially in the field of organizational behavior. Each construct is defined differently and has gained importance from an organizational perspective, and as such, they are not limited to employees but also including organizations. Therefore, although the constructs of the study are frequently studied at an individual level, within the scope of this research they will also be tested at organizational level by mainly concentrating on the heavy industry companies of the Turkish Business World.

Being one of the very popular and intriguing topics of not only sociology, but also the management field, there are various definitions of values posited by different scholars. While Kluckhohn (1951) defined value as “posited to be defined and accepted by the members of the societies and serve as guidance for the members”, Schwartz defined them as “desirable, trans-situational goals that vary in importance as guiding principles in the life of a person or other social entity” (Schwartz, 1994, p.21). Accordingly they are also referred to as “important and lasting beliefs or ideals shared by the members of a culture, that has an effect on individuals to decide or evaluate a subject for being good or bad, desirable or undesirable. In sum, values have major impact on a person's behavior and attitude and serve as broad guidelines in all situations due to their direct effects on individual’s judgment”.

(www.businessdictionary.com)

Values, in one hand, are defined by many scholars as an instrument to explore the ways that individuals value their priorities related to their behavior, attitude and social life. On the other hand, recent researches show that the term is not limited to basic individual values, but it can be defined from work perspective as well. There are various studies on values aiming to demonstrate the work values as expressions of basic values in the work environment. From the same scholars’ perspective, like basic individual values, work values are also stated as beliefs related to desirable outcomes, but distinctly they are more work related; such as pay, behavior, career, fringe benefits etc. In their very broad definition, a work value could be defined as “evaluative standards relating to work or the work environment by which individuals discern what is right or assess the importance of preferences” (Dose, 1997, pg.71).

One of the major determinants affecting and shaping both individual and work values is work place. Depending on their work place, people’s individual and work

values can differ. This dependence on environmental conditions can be explained by the great relationship of work place with psychological well-being, pleasure, happiness and satisfaction of an individual at work. Individual's satisfaction, well-being or pleasure affects not only their personal life, but also their work life. Being satisfied and happy is found to be strongly related to individual's perspective on quality of their family life and work life together. According to May (1999), quality of work life can be defined as the favorable conditions and environments of a work place that support and promote employee satisfaction by providing workers with rewards, job security and growth opportunities. Individual values and work values can be accepted as the key determinants of the level of quality of work life. As the protagonists of their own life scenarios, individuals are aware of their life quality, but they are not as much aware of the level of their satisfaction from the status of this quality. This study will explain whether there is a positive or direct relation with these concepts and how this relation is affected by the employees' (individuals') social networking behavior.

Society witnesses a change through the conversion from an agrarian society to an industrial society and then gradually to knowledge society (Crede, 1998). In accordance at an organizational level, new formations such as 'network societies' became a current issue, where technology is very dominant compared to previous societies. Stein Braten introduced the term 'network society' in 1981 and later Jan Van Dijk studied the concept in detail in 1991 and 2012. According to Van Dijk network society is defined as "a form of society increasingly organizing its relationships in media networks gradually replacing or complementing the social networks of face-to-face communication. Personal communication is replaced by digital technology. This means that social and media networks are shaping the prime

mode of organization and most important structures of modern society (Van Dijk, J., 2012).

In this network society, telephone calls, letters and even face to face talks have become the primary sources of communication/networking between people. Living in this technology dominant network society, individuals prefer and even become addicted to use of emails, smart phones, internet and social networking web sites. Recently this technology dependence splattered from daily life to work life, and individual's addiction to smart phones reached to its peak. Nowadays, through the applications available on the smart phones such as "what's up", "Skype", individuals are able to fulfill their job requirements. Accordingly, their jobs by means of their technology usage became their base for social networking.

Networking behavior is generally defined as an 'individuals' attempts to develop and maintain relationships with others who have the potential to assist them in their work or career' (Forret & Dougherty, 2001, p. 284). This networking behavior is no more limited to individual's life, but already spread to individual's work life. In the 21st century, networking is not limited to individuals anymore; it has now many applications that are frequently used by and within the organizations. For today's business life, general applications of networking that are utilized by many organizations include transmitting and receiving messages or documents electronically, data communications, providing an infrastructure for holding virtual meetings with participants who are geographically distant. Organizations and individuals now efficiently use and willingly involve this tool to ease both their personal and work lives. As an outcome of this situation, individuals connect themselves to their organizations and works from anywhere at any time. Through their networking behavior, they bring their work with them anywhere by adopting a

new structure that will enable organizations to benefit from these employees' networking behavior for the good sake of the organization.

Values, quality of work life and social networking are essentials of both organizational behavior and management fields. In today's world which is being globalized day by day, these concepts gained importance not only for academicians but also for managers. Managers are the special group of people who should pay attention to these concepts and examine whether they are on the right path to improve the organization's performance. In this study, the major aim is to find out the relations between these four concepts (individual values, work values, quality of work life and social networking) in Turkish heavy industry manufacturing companies. Above mentioned concepts are not only popular subjects of previous researches, but they are also very popular topics of current and future researches. For instance, social networking as discussed above is highly renowned subject in terms of individuals' daily and organizational lives. It is related to many topics due to its speed of spread from one level of life to another. At the present time, there is a tendency in business life to have an approach based on melding individual's work and daily life. Accordingly this study aims to explain how individual values, work values and quality of work life are related with employees' social networking behavior.

The present study will focus on the associations between employee social networking behavior, work values, individual values and quality of work life in high manufacturing organizations in Turkey. It is observed that there are a limited number of studies in this field in Turkey and there is even less studies completed in Turkish heavy manufacturing organizations. One of the goals of this research is to determine the possible contribution of the variables on work engagement that have not been

studied much. All four constructs are studied a lot in various fields, even the relations between constructs like individual values – work values, values- quality of work life are proved through theories. However, there is a gap in the literature to measure the relationship between these concepts from employee social networking behavior perspective. Therefore, this study aims to be a first attempt looking at these four concepts in Turkish heavy manufacturing organizations from employee networking behavior perspective. It is possible to foresee that the values which are affecting individuals' daily and work lives will contribute to their networking behavior at work. The expected contribution of this study will be a better understanding of the nature of associations between the concepts of individual values and work values and quality of work life along with a popular subject of social networking behavior. It will contribute to the literature for further researches associated with social networking behavior from management and organization perspectives.

This study sought to explore the following primary research questions:

Main Research Problem 1

What is the nature of the relationship between social networking behavior, individual values and work values?

Main Research Problem 2

Is there a relationship between social networking and quality of work life?

Secondary Research Problem 1

Is social networking outweighing more with particular individual and work values?

Secondary Research Problem 2

Do values and quality of work life have direct relation with employees' social networking behavior?

Secondary Research Problem 3

Does employee networking behavior moderate the relation between values and the quality of work life?

Secondary Research Problem 4

Whether or not there is a relationship between Schwartz's high order values and work values.

1.2. Scope of the Study

Values carry a strategic importance in individuals' life, since they determine what is important to them in terms of their daily lives and their work lives. Values while differentiating individuals from each other also help individuals to meet at a midpoint. Therefore, they have a great impact on individual's life view.

The present study covers the examination of the significance of the relationship between individual values, work values and quality of work life. The study concentrates also on the associations between values, quality of work life by taking into account of employees' social networking behavior. The study is limited by understanding the outcomes of the associations between individual values, work values, quality of work life and social networking. These concepts are not only popular topics of sociology and psychology; they are also prevailing among the fields of management, especially the field of organizational behavior. For this purpose, each construct is defined differently and has gained importance from organizational

perspective. The constructs in question are not limited to employees but include the organizations as well. In particular, statistical research has been conducted on the possible links between networking behavior, values and quality of work life. This research through an explanatory study of employee networking behavior aims to fill a gap and built upon existing research to acquire a detailed understanding of the associations between values, quality of work life and employee networking behavior.

2. LITERATURE REVIEW

2.1. Basic Individual Values

Values have been one of the central concepts in sociology and they play an important role in psychology, anthropology, social sciences and other related disciplines. Over the last two decades, the values concept gained importance, but according to the researchers there was not an agreement upon the definition of basic individual values. As a consequence, many scholars defined values from different perspectives. At the same time some scholars found values very difficult to define, while they also found values crucial for explaining social and personal organization and change. In the literature, since their inception, values had a tradition in management and organization studies. Indeed, over the last two decades the concept gained an increasingly central role to elucidate attitudes, intentions and behaviors at individual level. According to scholars like Rokeach (1973) and Schwartz (1992) that values shape our personal, social and professional lives. The term ‘value’ has been a very popular subject of management and especially in the field of organizational behavior. It has an explanatory power on concepts like attitudes, behaviors and norms by focusing on roles, decision-making choices and life experiences. Later values also become an “important explanatory variable to expound attitudes, behaviors and norms at different levels like group, organization, and societal level.”(Olsen, 2015).

Many social science scholars like Durkheim and Weber found values very difficult to define and to limit. McGuire (2006) explained the reason of this difficulty as their potential to overlap with attitudes, preferences, norms or views. Furthermore, values acknowledged as crucial for explaining social, personal and organizational change (Halewood, 2014) as a result in the literature values have been defined multi-

dimensionally from different perspectives. Being one of the very widely researched and defined concept, the simplest way to define a value is as an individual way to decide how, why and which behavior is good, right and spiritual and which is not. Accordingly, a value is strong enough to guide our behavior and attitude by effecting our actions, judgment, aims and intentions. (Ajzen & Fishbein, 1977)

Values have been defined by Zarecki for the first time in 1918 and many others like Rokeach, Schwartz and Ros followed him with their definitions from different perspectives. After Zarecki, although Shalom Schwartz appears to be the most well-known scholar in values literature, Rokeach (1973) defined values earlier as “enduring goals that serve as guiding principle and as the single belief of a very specific kind or basic cognitions in people's lives” (pg.76). Later Schwartz emphasized that values provide individuals the basis “to make judgments and choose among alternative options or courses of action” (Schwartz, 1987). According to Ros (1999) a value is defined in terms of the utility attached to an object or outcome, and thereafter Schwartz limited the definition as “desirable, trans-situational goals that vary in importance as guiding principles in people’s lives” (Ros 1999, p.51).

Table 1 *Explanations and Definitions of Value (1973-2012)*

| Scholar | Date | Definition |
|---------------------|------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Rokeach | 1973 | "values are abstract psychological constructs that underlie more concrete constructs such as attitudes, interests, and preferences. " |
| Schwartz and Bilsky | 1987 | "Values are specific situations and that are applied more generally to guide behaviors and decision making." |
| Rokeach | 1973 | " Values are enduring goals that serve as guiding principle and as the single belief of a very specific kind or basic cognitions in people's lives" |
| Morrill | | "Values serve as the authorities in the name of which choices are made and action taken." |
| Shaver and Strong | 1982 | "A value refers to a standard or principle for judging worth." |
| Schwartz | 1987 | " Values are the basis to make judgments and choose among alternative options or courses of action" |
| Ros | 1999 | "Values are the utility attached to an object or an outcome." |
| Ros | 1999 | "Values are principles that are organized around two sets of higher order (bipolar) dimensions. " |
| Scwartz and Sagie | 2000 | "Values are desirable, trans-situational goals, varying in importance that serve as guiding principles in people's lives" |
| Scwartz | 2012 | "Values are what we think of is important to us in our lives and each of us ." |

As the main scholars of literature on values Rokeach, Schwarz and Ros contributed to the literature with their further studies. Rokeach with his Value Survey (RVS) constructed a survey that helped researchers to predict the differences in people's behavior. In addition, through this survey people can obtain information about individuals' basic values.

The Rokeach Value Survey was one of the attempts to discover the relative importance of values within and among individuals (Gibbins & Walker, 1993). However, since the beginning of the survey's appearance there are doubts about the validity and reliability of the survey.

Individual values are first researched and studied by Shalom Schwartz in their respective definition for the scope of this study. According to his broad definition; basic individual values are defined as the motivation that differs from one individual

to another. Schwartz followed Rokeach and he built the value theory by concentrating on the idea that “a particular value may be very important to one person but unimportant to another” (Schwartz, 1992). According to Schwartz what distinguishes one value from another is the type of goal or motivation that it expresses and that is also the reason what makes a value unique for an individual. He postulates that “there are three basic issues in every society for which a solution must be found: (a) to what extent a person is embedded into a group (b) how to preserve the social fabric and (c) how to relate to the natural and social world “(Vauclair et.al, 2011). Since Basic Individual Values Theory was used to predict and explain how completely value systems are related to various attitudes and behaviors, we employ this theory as an approach for clarifying the nature of work values. Specifying the types of quality of work life people are likely to distinguish and postulate the structure of relationships that can predict the employees’ social networking behavior.

Over the years, different value dimensions have been exercised by different scholars as an addition to Schwartz, finally Ros et al. (1999) organized values around two sets of higher order (bipolar) dimensions. The first set, openness to change versus conservation, contrasted values that stress independence and change with values that stress self-preservation and stability. The second set organized as self-transcendence versus self-enhancement which helped to differentiate between values that focused one quality and acceptance of others (universalism and benevolence) and values which emphasize concern for self (power and achievement).

A value is one of the general concepts that contains and brings about other definitions to be derived from it. Values could be divided into two groups such as individual values and work values. There can be other groups that are derived from values, but the scope of this study will limit values into two concepts individual

values and work values. For this study due to its formation and ability to establish direct link with work values Schwartz's Basic Individual Values Theory will be researched. Since this approach yields a relatively large set of values across different life domains the linkage with work values will be more appropriate to explain.

Schwartz and his colleagues like Bilsky and Sagive built their theory on Rokeach's theoretical foundation, by developing a comprehensive model of the structure and content of human values. Schwartz's model considers the value domain as a whole showing the overall pattern of conflicts and complementarities among value types, rather than simply categorizing various types of values. His value model has been tested in hundreds of samples from over 50 countries (Ros, Schwartz, & Surkiss, 1999) and results have consistently supported the structural model of values described above. The structure of the model was verified by Schwartz and Boehnke (2004) using confirmatory factor analysis from nearly 11 000 respondents in 27 countries. Their findings strongly supported the model over nine other possible structural models. The consistency of these results suggests that Schwartz has devised a robust universal measure of human values.

Schwartz's basic aim is to determine the functional significance of values in human life (Yahyagil, 2011). These values are likely to be universal because they are grounded in one or more of three universal requirements; the needs of individuals as "biological organisms, requisites of coordinated social interaction, survival and welfare" needs of groups (Schwartz, 2012). Individuals cannot cope successfully with the requirements of human existence on their own, because they must articulate appropriate goals to cope with them, and they need to communicate with others about them. People, because of their existence, possess the desire to share the knowledge or info they gained. Values are socially desirable concepts used to represent these goals

and information mentally and the vocabulary used to express them in social interaction.

In his theory, Schwartz, in order to define above mentioned three universal requirements, exemplifies two core components for basic individual values. First, he specifies 10 motivationally distinct types of values that are postulated to be recognized by members of most societies and to encompass the different types of values that guide them. Secondly, the theory specifies how these 10 types of values relate dynamically to one another. (Husain et al., 2012). The Basic Individual Value theory has attracted the attention among the academic scholars due to the fact that his theoretical framework covers the following ten broad values that are linked to the motivational level of individuals across the nations (Ros et. al, 1999). As the top layer, Schwartz groups values under four high order dimensions: “openness to change, self enhancement, conservation and self- transcendence.” Schwartz grouped his ten values under this four main group and he tried to explain these ten values and the relation among these values in his famous values circle. With this circle he arranged the values in an order that the values that are coherent with each other are sequenced abreast and the values that are contradicting to each other are sequenced opposite to each other. In addition to this, Plutchik and Conte(1997) likened each value as points and they exposed that the distance between these points increase and decrease according to the level of the relation of these points between each other.

Schwartz 10 Values (Schwartz, 1989)

A) OPENNESS TO CHANGE

1. Self-Direction: The conceptual definition of self-direction suggests two potential subtypes, autonomy of thought and of action.
2. Stimulation: The conceptual definition of stimulation suggests three potential subtypes, excitement, novelty, and challenge in life.
3. Hedonism: The conceptual definition of stimulation suggests three potential subtypes, excitement, novelty, and challenge. It refers to pleasure and sensuous gratification for oneself.¹

B) SELF ENHANCEMENT

4. Achievement: The conceptual definition of achievement refers to what the achievement literature calls performance motivation—pursuit of normative competence (Elliot & McGregor, 2001).
5. Power: Power refers to the social status and dominance over other people and resources.

C) CONSERVATION

6. Security: The conceptual definition suggests two subtypes, personal security and societal security. It refers to safety, harmony, and stability of society.
7. Conformity: The conceptual definition suggests two potential conformity subtypes, interpersonal (avoiding upsetting others) and compliance (complying with

¹Hedonism is the only element which is shared by two higher order dimension

expectations). It refers to the restraint of actions, and violation of social expectations or norms.

8. Tradition: The conceptual definition suggests a single value, maintaining cultural and religious traditions. It basically refers to respect, commitment, and acceptance of the traditional customs

D) SELF TRANSCEDENCE

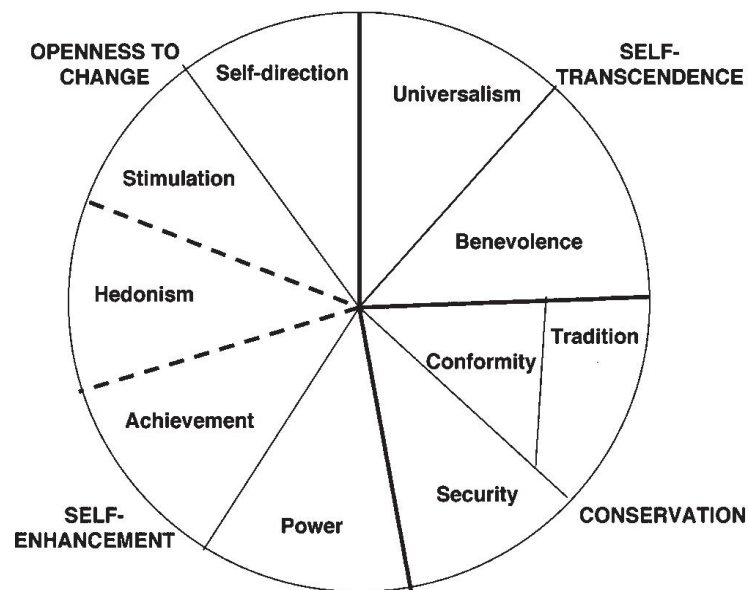
9. Benevolence: The conceptual definition of benevolence suggests a single value, caring for the welfare of in group members. Preservation and enhancement of the welfare of people with whom one has close personal interaction.

10. Universalism: Unity with nature, protecting the environment. The conceptual definition of universalism suggests three potential subtypes, tolerance, societal concern, and protecting nature (Schwartz, 1992). These values are also summarized in the table below:

Table 2: *Motivational Goals – Value Types*

| Motivational Values Type (Schwartz, 1992) | Motivational Goal |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Universalism | Understanding, appreciation, tolerance and protection for the welfare of all people and nature |
| Benevolence | Preservation and enhancement of the welfare of people with whom one is in frequent and personal contact |
| Tradition | Respect, commitment and acceptance the customs and ideas that traditional culture or religion provide |
| Conformity | Restraints of actions, inclinations and impulses likely to upset or harms others and violate social expectations or norms |
| Security | Safety, harmony and stability of society, of relationships and of self |
| Power | Social status and prestige, control or dominance over people and resources |
| Achievement | Personal success through demonstrating competence according to social standards |
| Hedonism | Pleasure and sense of gratification for oneself |
| Stimulation | Excitement, novelty, and challenge in life |
| Self-direction | Independent thought and action – choosing, creating, exploring. |

In addition to identifying ten basic values, as defined earlier and explained above in detail, in his theory Schwartz explicates the structure of relations among ten values and defines this new structure under 4 new groups so called “ Higher Order dimensions”. One basis of the value structure is the fact that actions in pursuit of any value have consequences that conflict with some values but are congruent with others (Schwartz, 2012).The circular structure in Figure 2 portrays the total pattern of relations of conflict and congruity among ten values by grouping them under four higher order dimensions such as Openness to Change, Self- Transcendence, Conservation and Self-Enhancement. Each dimension expresses different values that are related to each other and explain the relations among these values.



(Schwartz, 1992)

Figure 1: Schwartz Value Circle

Not only will this study focus on a universally used theory of Schwartz's basic individual value theory, it will also focus on one of the main theories. Schwartz is accepted as being one of the pioneering scholars in literature on values. He is followed by other scholars who were also dedicated to this subject. Ronald Inglehart and Christian Welzel are two other scholars who contributed to the literature on values. With their study "The World Values Survey (WVS)", they aimed to analyze how people think, believe, and act in regards to a certain topic such as culture, religion and etc. According to the outcome of their survey in different regions and cultures, they draw a "cultural maps of the world". These maps indicate that a large number of basic values are closely correlated, and each map creates a pattern as in endmost for further reinterpretation in forthcoming scholarly efforts. Compared to Schwartz's basic individual values, the world values surveys were designed to provide a more comprehensive measurement of all major areas of human concern from religion to

politics to economic and social life. The main contribution of the WVS cultural map of the world is that it enables researchers to find evidence and observe the shift across values in societies. For example, in 2000, Inglehart and Baker found evidence that orientations have shifted from traditional toward secular rational values in almost all industrial societies. In addition, in a more recent study (2000), they found evidence that there is a shift from survival values to self-expression values (Inglehart & Baker, 2000).

Later, Inglehart further contributed to value literature through his materialism-post-materialism index which helped to explain value change within countries. In 1977, Inglehart proposed a new set of values – a bipolar Materialism- Post-materialism (M-PM) index to explain political and societal change within nations (Dobewall & Rudnev, 2000). Inglehart's materialism- post-materialism index became very famous to explain value change within countries. Both Inglehart's and Schwartz' studies have unique components but they share the idea that values emphasize that people take opportunities and obligations to make and to justify autonomous choices and express a climate of tolerance (Strack, 2014). Later, Inglehart and his colleagues expanded the model to the two cultural dimensions of Traditional vs. Secular- Rational values and Survival versus Self – Expression (Baker, 2000; Inglehart & Welzel, 2005). However, although their survey is valid and helps to keep up with trends in nations through longitudinal analysis, it is more culture oriented. This explains why their study is out of the scope of this research, but it is very important to mention in terms of values literature evolution.

After discussing Schwartz's and Inglehart's theories, Triandis' interpersonal behavior model also covers issues that are currently discussed in value research in a controversial manner. He recognized the key role played by both social factors and emotions in forming intentions. He also highlighted the importance of the past behavior's reflection on the present / future behavior. The major reason why Triandis

should be referred in this study and in values literature is because he included norms, roles and self-concept in his model. According to Triandis, self-concept refers to the idea that “a person has of his /herself and person’s emotional responses to a decision or to a decision situation” (Triandis, 1986, pg.12). These responses can be both negative and positive. They have an impact or unconscious input on individual decision making which is directly related to that person’s values. The theory of interpersonal behavior is related to both of the two main constructs of this study; values and social networking. From the values perspective, the theory proposes that the level of consciousness decreases as the level of habit in performing the behavior increases. According to Triandis, habits occur without self –instruction and the individual is usually not conscious of these habits situation behavior sequences. Triandis (1994) identified three factors that affect social behavior which is directly related to values; subjective culture, past experience and the behavioral situation. Given that this study focus on the comparison of values and their relations with other constructs like quality of work life and social networking, Schwartz’s model is found more appropriate for this study. It has obscured important differences among some values and this model is better accounted for macro social variables. Triandis’ Theory of International Behavior Model will also be further discussed in literature review section of this study in section 2.4, due to its consideration of being one of the models that explains individual social networking behavior. Interpersonal behavior theory also owed to its additional explanatory value over the main model of this study proposed by Ajzen and Fishbein.

Under the light of literature review on major academic papers, the recent articles mainly concentrated on human development while measuring basic individual values. Another topic studied by leading scholars is about the relationship between basic individual values and culture. However, there are not many articles evaluating the

linkages between work values, quality of work life and social networking behavior. Various studies measured and examined the relationship between basic individual values and work values or work values and quality of work life. There is a gap of studies in the literature in terms of studying all four constructs this dissertation researched and examined in a correlational manner. This study will attempt to explain the possible relations and correlations between values / work values, quality of work life and networking behavior.

2.2. Work Values

Since the existence of human population, individuals went through different stages of life with different inventions. When the Lydians used the gold and silver coin, humanity arose to a new stage of life by becoming acquainted to money. From that time on, people started to strive to earn money to sustain their lives in better conditions. Today, our most possible and legitimate way to receive money is by working. Work could be defined from various perspectives but a simply defined; it is an effort to accomplish a task. This task can be to construct a building, it can be sitting in an office setting on a computer or it can be staying at home and getting connected to the business life with WIFI connection from your laptop. In this era, work is accepted as one of the obligations for individuals to sustain their lives in better and more preferable conditions.

A 'value' has already been defined in section 2.1.from different perspectives. Furthermore, for the scope of this study, a value in its very basic sense is defined as a concept that individuals' lives are centered on and shaped by. Values are defined by Rokeach (1973) as basic standards to evaluate decisions and actions. They represent the guiding principles of an individual's behavior which gives life to a general value system and social objects (relationships) (Avallone, Farnese, 2010). Values contribute to delineating the job with respect to potential or favorable aims to pursue what is right to do and sustains action by defining priorities. Work values function as guides during diverse phases of a worker's journey, from job hunting, choosing a job, to initial work-related socialization experience, to the management of professional activities and the evaluation of outcomes (satisfaction /dissatisfaction) (Avallone, Farnese, 2010).

Looking at the scientific level of analysis made in work values literature, it has been understood that most of the research done in this field are dedicated to the motivation of the employees. In addition, much attention has been given to the social welfare of workers, health or satisfaction. Within the dynamic process of adaptation between individuals and new technological era, values support and contribute to evaluating the work values from a new more technological friendly perspective. There is also a consensus on value literature that there is an indisputable relationship between individual values and work values. Work values are inspired and shaped by basic individual values. Since work values arose as a type of individual values but more work related, the main debate about work values is to find an answer to the question of what factors are most important in shaping an individual's work values in the light of individual values. According to literature there is definitely a relationship between individual values and work values (since work values are defined as values that are related to work) and this relation will be also one of the research questions of this study.

While defining work values the main debate was about how to conceptualize the relationship between individual values and values in the domain of work (work values). A work value captures "the end states that individuals desire and expect through working" (Bu and Mc Keen, 2004, pg.17). The term work values have been used interchangeably with concepts such as "work goals" (Ros et al. 1999); and desired "job characteristics" (Burke 1966). Work values are seen as important in shaping not only individual's expectations from work, individual expectations of work and their response to specific work situations, but also their performance within a specific work role (Vecchio 1980; Trompenaars 1993; Black 1994; Huff and Kelley 2004)

Work values have been one of the most popular subjects of organizational behavior and it has been studied by various scholars from different perspectives. As a

matter of fact, they have been categorized numerously and they have been explained empirically through exploratory approaches. The concept has been studied and developed by many important scholars of different fields like sociology, psychology, human resources, organizational behavior and management. In this study, developments of work values studies will be examined from the perspective of management and the studies related to other fields will not be included. Although work values have been one of the very popular subjects of management field, as a result of research and to my knowledge I did not find a study which evaluated the relation between work values and employees' social networking behavior. There are many studies in the literature that measured and studied the relation between individual values and work values or work values and quality of work life, but there is a lack of study aiming to dissect the relation between work values and social networking behavior.

Table 3: *Definitions of Work Value (1996-2004)*

| Scholar | Date | Definition |
|--------------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Rounds | 1996 | "Work values are goals or end states one hopes to attain in their work environment that have been linked to a wide variety of work-related constructs, including motivation, job satisfaction, organizational commitment, decision making and even the degree of satisfaction that they find when they fit in a given work environment." |
| Dose | 1997 | "Work values are evaluative standards relating to work or work environment by which individuals discern what is right or assess the importance of preferences." |
| Ros | 1999 | "Work values are cognitive expressions of the various needs or goals that are addressed through one's work and working." |
| Roe | 1999 | "Work values are more specific human values, that are more abstract than both vocational interests and attitudes toward specific work-related objects." |
| Bu & Mc Keen | 2004 | "A work value captures the end states that individuals desire and expect through working." |
| Sagie | 1996 | "Values are the terms that are applied in various "domains of human existence, such as religion, politics, sports, and leisure" . |
| Dose | 1997 | "Those values that are pertinent to one's working life are referred to as work values." |
| Ros | 1999 | "Work values are generalized beliefs about the relative desirability of various aspects of work (e.g., pay, autonomy, working conditions), and work related outcomes (e.g., accomplishment, fulfillment, prestige)" |

One of the major studies in work values literature is pioneered by Elizur, who later theorized his studies on work values. According to Elizur, there are a wide variety of work values typologies have been presented in the literature and there appears to be relative consensus on at least two fundamental types of work values: Intrinsic work values and extrinsic values. While according to Elizur (1984) intrinsic (or cognitive) work values, are related to the inherent psychological satisfactions of working, such as interesting work, challenge, variety, and intellectual stimulation; extrinsic (or instrumental) work values, are more related to material aspects of work, such as pay, benefits, and job security. Both extrinsic and intrinsic work values have been found to be important and relevant to individual's daily life and work life.

Later Dyer and Parker (1975) emphasized that there is great discrepancy in the ways that the labels “intrinsic” and “extrinsic” are applied; sometimes they referred to the relationship of the work aspect to the job itself and sometimes to its relationship to the individual. Accordingly, they concluded that these labels should be reworked. Later Elizur keep working on these concepts and he described and used these concepts with different names such as “cognitive” and “instrumental”, and which is later agreed, used and enlarged by other scholars as well.

Most researchers have viewed values attached to each life domain independently of other domains. However, according to very recent studies, which will also be considered in this thesis, it is analyzed that there is a relation between values from different domains. While Ros (1999) described values having typically been construed as separate from values in other life domains, Sagie (2005) has sought to specify a more explicit link between values at work and in other life domains. In this global world, work has already become an integral part of individual’s daily life, therefore what people value today (both themselves and for their work) has a great impact on what they can expect from the future.

There has been growing interest in recent years in the analysis of value systems in general and work values. There is two questions that carry critical importance for the study of work values: what types of work values exist, and how are these types of values related to one another (Rounds and Armstrong, 2005). As discussed above various definitions of work values have been developed. Although a wide variety of work value typologies have been presented among the literature, there appears to be relative consensus on two fundamentally types of work values intrinsic or cognitive as mentioned before. While there is no consensus on other types of work values developed by different scholars, researchers suggest that following work values are also defined

and researched by different scholars. Social work values (Elizur, 1984; Pryor, 1979; Ros et al, 1999; Schwartz, 1999) altruistic (Darwis & Lofquist, 1984; Finagon,2000) and prestige (Darwis & Lofquist,1984; Finagon,2000; Ros et al, 1999; Schwartz,1999; Super,1970).

To my understanding a very important development in work values literature occurred when the facet theory was developed by Elizur. With Facet theory he redefined work values through a different perspective. In this perspective work value types were not limited only as intrinsic and cognitive. With the new definition new types and the relation between work types also studied. Elizur's facet theory is accepted as the touch stone of work values literature and it differs from the previous studies completed in work values field. His formal approach of facet analysis was to find basic conceptual structure of work values. In detail theory assumes that "any variables selected to present a theoretical construct are closely related to a whole network of other similar variables from the same broader domain of investigation" (Lyons, Higgins, 2010, pg.99). Formal approach of facet theory in order to analyze the work values domain, first attempted to define its essential facets. Theory rested on the assumption that the work values consist of two fundamental facets such as: "Modality of outcome" and "system performance contingency". The first facet " Modality of outcome" has three elements: (1) instrumental work values like benefits, security and pay (material); (2) cognitive work values which represent psychological outcomes of work such as interest, achievement, responsibility; and (3) affective work values such as co-workers, supervisory relations (social outcomes) (Pryce,2014). In its very basic explanation, the first facet includes three elements of material, psychological and social outcomes. Additionally, second classification of work values (second facet), which are

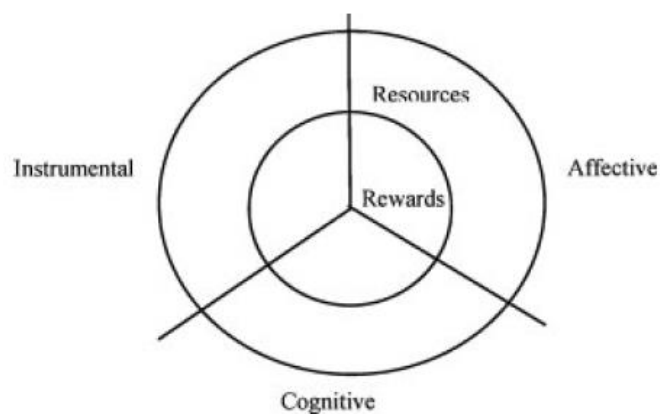
named as “system-performance contingency”, is more concerned with resources and rewards.

| Facet A : Modality of Outcome | | Facet B: System Performance Contingency |
|-------------------------------|-------------------------|-----------------------------------------|
| A1. Instrumental Work | outcomes provided as | B1.Resources |
| A2.Cognitive Work Values | {very high to very low} | B2.Rewards |
| A3.Affective Work Values | | |

Figure 2: Mapping definition of work values

The extent to which subject (x) assesses the importance of having outcomes provided as {very high to very low} importance to an individual for a sense of well-being at work. (Elizur, 1994)

Elizur further theorized his two facets by combining them into one structure called a radex.



(Elizur 1984)

Figure 3: Elizur's structure of work outcome

In this radix structure, each work aspect variable belongs to both a sector corresponding to either instrumental, cognitive or affective modes of outcome and to a concentric ring corresponding to either rewards or resources. After Elizur's facet analysis, he together with Sagie (1999) worked on facets of personal values which consider a structural analysis of life and work values. They suggested a multifaceted definition against the limited traditional approaches to the study of work values. And although their study of general life values ignored the developments in the field of work values, work values gained relevance and importance for various life areas as much as non-work values. It is also a fact in today's life that both work and non-work values have an importance on personal well-being.

Later Elizur together with Sagie developed his two facet theory further and identified new facets, such as value modality, focus and life area. They considered material natured values (material), affective and cognitive as three elements of modality facet (Facet A). The second facet concerned the level of focus and they define some values being clear (money, work performance) and some other values being more diffuse (contribution to society). Elizur (1984) proposed a clear distinction between work outcomes as "performance contingent" (more focused) and "system contingent" (more diffuse). The third facet which distinguishes between work and life values is called the "life area". Based on these three facets, Shye and Elizur (1994) drafted a new "mapping sentence" of personal values including work values.

| | | | |
|----------------|-------|--------------|--------------------------|
| A. Modality | | B.Focus | |
| (a1) material | | (b1) focused | states, objects, goals |
| (a2) affective | and | | |
| (a3) cognitive | | (b2) diffuse | behaviours pertaining to |
| | | | |
| C. Life area | | Range | |
| (c1) life | | high | |
| | is of | : | importance in a sense |
| (c2) work | | low | of well-being. |

Figure 4: New Mapping Sentence of Personal and Work Values.

Through their study Elizur and Sagie proved that there is a relation between work and life values and this relation between work and life values make more sense when studied together. Later Lyons and Schweitzer (2008) extended Elizur's structural model by re-examining his work value structure. In addition, they identified and add prestige, freedom and altruism value types by increasing the number Facet A items to six from three. Lyons and Schweitzer's (2008) results suggest a modification of Elizur's system performance contingency facet as well and they suggest below mapping sentence for the work domain which is formidable within the context of individual's life.

| | | | | | |
|-------------------------|---------------|-----------------------------|----|-----------------|-------------------------------------------------------|
| Facet A: Modality | | Facet B: Growth Orientation | | Range | |
| (a1) instrumental | | (b1) growth oriented | | highly unlikely | |
| | in nature and | | as | | to be a top priority in selecting or staying in a job |
| (a2) cognitive | | (b2) context-oriented | | to | |
| (a3) social | | | | highly likely | |
| (a4) prestige-enhancing | | | | | |
| (a5) altruistic | | | | | |
| (a6) freedom-related | | | | | |

Figure 5: New Mapping Sentence for the Work Domain.

In this section of the study various definitions and theories for work values literature is studied. As there are different perspectives exist for work values

definition, there are also many different scales to measure the work values. In general life, values and work values have been investigated independently; however, this study aims to evaluate these concepts together, while also researching the relation among them. A major limitation of this structural approach of studying these concepts independently is because scholars studying general life values ignored the developments in the field of work values. However, especially in today's business life work values are subdomains of personal life values, and these life values are relevant to various life areas. Therefore, after investigating the work value literature in detail in above paragraphs, in the following paragraphs the framework of the work value literature will depend on the narrower life area (work values) which together with individual values helps to clarify their importance to individual well-being.

As work values studied by various researchers, they defined them with different labels. However, majority of the work values researchers appeared to identify same three types of work values such as (1) intrinsic or self-actualization values, (2) extrinsic or security or material values, (3) social or relational values (e.g. Alderfer, 1972; Borg, 1990; Crites, 1961; Mottaz, 1985; Pryor, 1987; Rosenberg, 1957). Elizur (1984) arrived at a similar three type classification of work values according to the outcomes of three work values. He identified three outcomes as follows: first intrinsic (cognitive) outcomes of work values such as work conditions and benefits; second instrumental (extrinsic) outcomes of work values such as interest and achievement; and finally the social (affective) outcomes of work values like the relations with colleagues.

This classification later defined and labeled as extrinsic, intrinsic, and social. These three types of work values can be viewed as conceptually parallel to three of the higher-order dimensions defined and labeled by Schwartz. Based on the high

order dimension defined by Schwartz named “openness to change” that includes individual values such as self-dimension, hedonism and stimulation. Intrinsic work values directly express openness to change values which is defined as the pursuit of autonomy, interest, growth, and creativity in work. Extrinsic work values express conservation values which are defined by Schwartz as the security, tradition and conformity. It is also identified as job security and income provide workers with the requirements needed for general security and maintenance of order in their lives from a work values outlook. Social or interpersonal work values express the pursuit of self-transcendence values that are universalism and benevolence. Under the light of social work values, work is seen as a vehicle for positive, social relations and a contribution to society (Ucanok, B. 2009).

In addition to Elizur, Sagie and Lyons, the very recent and successful study of scholars of work values literature Inglehart and Welzel’s World Values Survey deserves attention. The world values survey already explained and defined in the section 2.1 of this study because of its relevance to individual values. However due to its strong explanatory power over work values, WVS deserves attention in this section of the study. Survey (WVS) has been defined as a global research project and the most important aim of the survey is defined as to explore people’s values and beliefs, and how they change over time (Welzel, 2015). In WVS, as Inglehart also defines representative national samples of each society’s public sector are interviewed. These interviews by using a standardized questionnaire measured changing values. These values are specified as religion, gender roles, work motivations, democracy, good governance, social capital, political participation, tolerance of other groups, environmental protection and subjective well-being” (Inglehart, 2005). World values

survey being the most recent and valid survey to measure work values could be also used in this study to measure work values.

Portrait Values Questionnaire is chosen as the measurement tool for assessing both individual values and work values. Following a brief review on work values literature PVQ gives life to recent and valid survey to measure work values; therefore, it is a measurement tool and will be also used as a measurement tool in this study. It is unique and applicable to the aim of the study's research, since it studies the changing values and their impact on various fields. And it helps to managers and many others to understand and observe the changes in the beliefs, values and motivations of people (desire for life quality) throughout the world. PVQ applies Schwartz ten values to organizational context and it draws a potential map of work values which guides individuals to define objectives and make choices regarding their work environment.

In the first section of this study, theory of basic individual values presented and applied in studying work values due to the conceptual relevance of three types of work values with the three high order dimensions covering 8 values from Schwartz well known individual values. Starting from the beginning the pure relation between basic individual values and work values has been tried to be explained and supported. Based on the literature Ros, Schwartz and Surkiss (1999) also caught attention to this relation and they define work values as "expressions of basic values in the work setting". And they also supported the idea that high order dimensions are conceptually parallel with three well known types of work values- intrinsic, extrinsic and social which has been explained in detail and researched in Section 2.2 of this study. It has been already researched and the clear correlation between individual values and work values has been supported through PVQ during the studies of Ros, Surkiss and Schwartz. This study will use PVQ for the research on basic individual values, work

values and also to explore the relation between work values and individual values. Although as mentioned above there are various recent surveys in work literature PVQ has been chosen. It is predicted as a unique, applicable and proved questionnaire to research the values and their inter-correlations, and also to investigate the associations of work treated as a value with the different basic individual values. PVQ is expected to help managers to understand and observe the changes in the beliefs, values and motivations of employees (desire for life quality which will be explained in detail in next section as Quality of Work Life) throughout various organizations. In addition, it will also support this study's research aim to measure how work values change among different individuals.

2.3. Quality of Work Life

As the time passes, people's taste of life changes and accordingly their future expectations change as well. When an individual's expectations from life change, his/her expectation (as employees) from their work and work life changes in parallel. They expect to have at least the similar opportunities at their work life when compared to other employees working either in the same organization or in another organization and at generic positions. They desire to enjoy the benefits of opportunities fairly that are affordable by their organization such as technology, high salary, and fringe benefits. They expect their organization to change in order to keep up with the time in terms of the opportunities it can offer to its employees with the change of the technology and global standards. Employees desire to feel safe and supported and equally treated by their organizations. They aspire to work in a high quality work environment. It is evident from the literature that satisfied and happy employees, work more motivated and they are more profitable for their organizations.

Moreover, as the time changes, employees' expectations from their organizations change and develop in parallel to the developments in their work and management area. Employees evaluating the amount of energy they spend at their work and workspace, start valuing their comfort and satisfaction in their work lives by comparing and contrasting their condition with the others in their peer groups and workgroups. It gets extremely important for employees to feel happy, comfortable and satisfied at their individual and work life. As a matter of fact, for current life styles work occupies a very important and busy place in employees' lives and they prefer enjoying this time while benefiting from it at the same time. Employees' lives and condition at their work life affect their individual life which has direct effect on individuals' physical, psychological and even spiritual well-being. There is a relation between organizational life and the employee motivation. Happy and satisfied employees appeared to be more beneficial employees for organizations. Therefore, now employees became the most precious assets for their organizations and their well-being has direct influence on organization's success and profit. According to Caudron, the only thing that will maintain today's source of competitive advantage is high quality personnel instead of merely capital, technology or long-lived products (Caudron, 1994).

It has been discussed through the sections related to individual values and work values of this study that there has been growing interest in recent years for the analysis of value systems in general. Some authors such as Etzioni observed a decline in traditional work values and an increased concern with quality of work life comfort in organizations and with the solutions that are avoiding risks in organizations that creates organizational slack. The concept of quality of work life first emerged as a necessity within the industrialized nations, as people accepted and confessed

themselves that they spend most of their time at work. And it is realized by employees that this time passed at work constituted the major part of employees' lives. In accordance, the way they spend their time at work contributes directly to their life quality or decrease the quality of their daily lives. Society has entered to a new era in the relationship between organizations and their employees. In this new era, people are the primary source for a company's competitive advantage and the survival of an organization apparently depends on how organization treats its employees. Today, this relation between the employee and his/her organization became one of the mostly researched and concentrated topics of management. This unique relation and the dimensions of this relation determines the quality of life for the employee, which is directly related to the organizational life quality considering what organization offers to its employees and how much it is appreciated by employees.

Organizations are highly volunteered and they should be even more volunteered in the future to create a unique and neat workplace for their employees. These increased qualified work places may support to build a special quality of work life which is essential for gaining and maintaining sustainable competitive advantage. Quality of work life as a term was first declared in an international labor relations conference in 1972 at Arden House Columbia University, New York. (Davis, 1975). The first definition of quality of work life is designated by Boisvert in 1977 as "a set of beneficial consequences of working life for the individual, the organization and society" (Boisvert, 1977). After Boisvert's definition the concept also defined by various scholars in various names (Carlson 1980, Nadler and Lawler 1983 etc;) as the "humanization of work", "improvement of working conditions", "workers protection", "work environment improvement", and "democratization of the workplace". In most recent definition QWL includes all these terms together and it is

more strong and comprehensive than before. For the purpose of this study, quality of work life can be defined as the favorable conditions and environments of a work place that support and promote employee happiness by providing worker with rewards, job security and growth opportunities (May et. al, 1996).

The main subjects discussed in the scope of quality of work life literature are job security, reward systems, payment system, and career development opportunities and so on. As it is obvious the term includes and holds what management values for organizations today. Finally, Sirgy et al. (2001) defined the quality of work life as “Employee satisfaction with a variety of needs through resources activities, and outcomes stemming from participation in the workplace”. He also published a validation of a quality of work life questionnaire based on above definition which will be used in this study in order to measure the level of the quality of work life in high tech organizations in Turkish business life as well as to test if there is a relation between values and the observation of quality of work life within the organizations.

Quality of work life has not been a very old topic for management and organization behavior. However, there are various studies and research completed on quality of work subject and basically they are concentrated on how the term defined from different perspectives and how these definitions are transformed in to new models that are more suitable and comprehensive enough to provide the needs of today’s organizational life. From the starting point of the quality of work research, the term has been associated with work; however, later as an individual’s place in organizational life gained more importance, individuals became the top important subject for quality of work life scholars as well. Later, although most scholars differ how they define and evaluate the term, they agreed on the argument that individual

values and work values together define and affect the presence of work life quality in an organization.

In the literature review, it has been observed that scholars proposed various models and components to explain quality of work life construct. Hackman and Oldham (1976) were the first scholars who drew attention to QWL from a psychological perspective by building their arguments on their well-known Job Characteristics Model. The model focuses on following five core dimensions such as skill variety, task identity, task significance, autonomy and feedback. The model was developed to specify how job characteristics and individual differences interact to affect the satisfaction, motivation and productivity of individuals at work. Since the model valued and studied the interaction of individuals and the concepts of satisfaction and motivation therefore it is accepted as one of the first contributions to the literature of QWL. Overall in their model Hackman and Oldham even suggested that in order to help employees to experience high quality of work life, specific needs as mentioned above the core dimensions should exist in the organizations employees work for. Later, contrarily Taylor identified the essentials of quality of work life as extrinsic and intrinsic job factors. He listed these factors as wages, hours, working conditions and as the nature of work itself. Taylor later added individual power, employee participation in the management, fairness and equity as the other aspects of quality of work life.

Quality of work life in its very broad definition refers to overall satisfaction with working life and the satisfaction with the balance between work life and individual life. Being very concentrated with life and work balance QWL also values the sense of belonging to a working group, and a sense of being worthy and respectable. It is “a multi-dimensional construct that refers to overall satisfaction with

work life along with a cumulative sense of belonging to a working group, becoming oneself, and being worthy and respectable (Morin and Morin 2004). According to Nadler and Lawler III (1983), quality of work life refers to an individual's perception of, and attitudes towards, his or her work and the total working environment.

Although there is no universally accepted definition of the term quality of work life, there is consensus in the research literature that quality of work life can also be defined in more simple words such as the employees' reactions to, satisfaction with, overall working environment and the well-being of employees. In summary, scholars differ in their views on the core constituents of quality of work life, however they agree on that quality of work life is conceptually similar to well-being of employees but differs from job satisfaction which solely represents the work place domain (Lawler, 1982). Quality of work life is of course related with life satisfaction and individual well-being (Dana & Griffin, 1999).

There are few recognized measures of quality of work life that are tested and approved with reliability and validity analysis. The following satisfaction based tests have been used to test the quality of work life from different perspectives; (http://www.liquisearch.com/quality_of_working_life/measurement)

- The Brief Index of Affective Job Satisfaction (BIAFJS) which aims to measure overall affective job satisfaction that reflects quality of work life.
- The Job & Career Satisfaction (JCS) scale of the Work-Related Quality of Life scale (WRQoL) is said to reflect an employee's feelings about, or evaluation of, their satisfaction or contentment with their job and career and the training they receive to do it. Within the WRQoL measure, JCS is reflected by questions asking how satisfied people feel about their work.

- The General well-being (GWB) scale of the Work-Related Quality of Life scale (WRQoL), aims to assess the extent to which an individual feels good or content in themselves, in a way which may be independent of their work situation. It is suggested that general well-being both influences, and is influenced by work. Mental health problems, predominantly depression and anxiety disorders, are common, and may have a major impact on the general well-being of the population.
- The WRQoL Stress at Work sub-scale (SAW) reflects the extent to which an individual perceives they have excessive pressures, and feel stressed at work. The WRQoL SAW factor is assessed through items dealing with demand and perception of stress and actual demand overload.
- The Control at Work (CAW) subscale of the WRQoL scale addresses how much employees feel they can control their work through the freedom to express their opinions and being involved in decisions at work. Perceived control at work as measured by the Work-Related Quality of Life scale (WRQoL)[16] is recognized as a central concept in the understanding of relationships between stressful experiences, behavior and health. Control at work, within the theoretical model underpinning the WRQoL, is influenced by issues of communication at work, decision making and decision control.
- The WRQoL Home-Work Interface scale (HWI) measures the extent to which an employer is perceived to support the family and home life of employees. This factor explores the interrelationship between home and work life domains. Issues that appear to influence employee HWI include adequate facilities at work, flexible working hours and the understanding of managers.

- The Working Conditions scale of the WRQoL assesses the extent to which the employee is satisfied with the fundamental resources, working conditions and security necessary to do their job effectively. Physical working conditions influence employee health and safety and thus employee Quality of working life. This scale also taps into satisfaction with the resources provided to help people perform their jobs.

The main research for quality of work life construct is mainly concluded by Sirgy and Cornwell. As a start they redefined the concept, later they build their highly accepted model for QWL by defining quality of work life as the, “Employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace,”(Sirgy et al. 2001). Although Sirgy is accepted to evaluate the most used and valid questionnaire for the purpose of this study, there were other scholars who also contributed to quality of work life researches by different questionnaires. In 2009 Bearfield used sixteen questioned questionnaire to examine quality of working life and distinguished between causes of dissatisfaction in professionals, intermediate clerical sales and service workers, indicating that different concerns might have to be addressed for different groups. Later in 2013 Nanjundeswaraswamy and Swamy (2013) used 9 components to measure quality of work life of employees in private technical institutions: Work environment, Organization culture and climate, Relation and co-operation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work, Adequacy of resources. However, Sirgy’s questionnaire is chosen for this study since they defined the employees’ needs from a more organization based point of view. They agreed upon that employee needs are basically

satisfied from four organizational sources: work environment, job requirements, supervisory behavior, and ancillary programs which are more work oriented.

The most popular and highly accepted model for quality of work life which is proposed by Sirgy et al is based upon two dominant theoretical perspectives in overall QWL literature. These two theoretical perspectives are: (i) need-satisfaction theory and (ii) spillover theory. The need-satisfaction approach to QWL is based on need satisfaction models developed by Maslow (1943), McClelland (1961), Herzberg (1966), and Alderfer (1972). Need-satisfaction approach argues that people have basic needs and they seek to fulfill these basic needs through various ways. This satisfaction supports and effects individual way of leaving and as an outcome individuals feel more comfortable with their lives. Work has a direct effect on individual success, happiness, motivation, satisfaction and the individual's level of affordability of their needs. Extending this viewpoint, Sirgy stated that employees derive satisfaction from their jobs to the extent that their jobs meet these needs (Rathi, 2009), their level of satisfaction with life is directly related to their level of satisfaction at work. Being satisfied at work creates an opportunity to individuals to move to a new stage on their needs and eventually to reach further needs rather than health and safety.

Porter (1961) developed Need Satisfaction Questionnaire. In this questionnaire seven needs described by Sirgy were originally used and divided into four different dimensions such as; survival needs, social needs and ego needs and self-actualization needs. Furthermore, Sirgy et al. (2001) conceptualize QWL in terms of satisfaction of seven needs of employees through their participation in work and the workplace. Their findings suggested that aesthetic need was not a strong predictor of various dependent variables. The seven needs that constitute the quality of work life are:

1. Health and Safety Needs: satisfaction of health and safety needs involves three need dimensions; protection from ill health and injury at work, ill health and injury outside of work, and enhancement of good health.
2. Economic and Family Needs: satisfaction of economic and family needs also involves three need dimensions; pay, job security, and other family needs, such as having enough time from work to attend family needs.
3. Social Needs: satisfaction of social needs involves two need dimensions; collegiality at work and leisure time off work.
4. Esteem Needs: satisfaction of esteem needs also involves two need dimensions; recognition and appreciation of one's work within the organization and recognition and appreciation of one's work outside the organization.
5. Actualization Needs: satisfaction of actualization needs involves two need dimensions; realization of one's potential within the organization and one's potential as a professional.
6. Knowledge Needs: satisfaction of knowledge needs involves two need dimensions; learning to enhance job skills and professional skills.
7. Aesthetics Needs: satisfaction of aesthetics needs also involves two need dimensions; creativity at work- it refers that employees perceive opportunities to be creative in solving job related problems and personal creativity and general aesthetics- it means employees perceive opportunities at work to allow personal development of one's sense of aesthetics and creative expression.

The second theoretical approach to study quality of work life could be considered as the spillover theory. According to spill over theory there are different

domains and these domains are in relation with others. This theory in terms of quality of work life suggests that satisfaction in one life domain may well influence satisfaction in another. According to theory when an employee is happy or satisfied with his/her job this will have a direct relation and reflection to other life domains such as family, leisure or social life.

According to spillover theory there are horizontal and vertical spillover that can be applied to operate both in both work and non-work domains. Horizontal spillover can be defined as the effect of one life domain on a connecting domain. On the other hand, vertical spillover is compared to horizontal spillover more concerned with the hierarchy of domains. It can be better to illustrate with an example, while some people's lives are more connected and the domains are more permeable, other people maintain rather segmented lives in the sense that their particular domains are not well connected and thus there may be little spillover from one domain to another (Wilensky, 1960).

Sirgy et al. developed a new measure of quality of work life based on both need satisfaction and spillover theories. The new measure builds on Porter's (1961) need satisfaction questionnaire, but it also includes employees' perceptions of organizational sources of need satisfaction stemming from the work environment. This present work will concentrate on the need satisfaction theory as defined by Sirgy and depending on their Need satisfaction questionnaire the seven needs will be tested to explain the relationship between individual values, work values and quality of work life (Sirgy, 2001). Being the most recent measure this present work will concentrate on the new quality of work life questionnaire described above.

There are researches that are still active in quality of work life literature. For instance, a recent publication of the National Institute of Clinical Excellence (NICE) emphasizes the core role of assessment and understanding of the way of working environments poses risks for employees or not. As the life gets challenging the work life follows the same pattern with life and becomes more and more challenging. The rigor individuals are facing affects their life and work life together. These challenges are leading individuals to find new ways to survive and equate their lives in different social stages such as individual life and work life. In this context a new concept called work life balance became one of the very recent and popular topics for quality of work life studies.

2.4. Employee Networking Behavior

In this rapidly changing environment, management, being one of the very popular topics of the 21st century, follows and keeps up with many changes. Management is no longer defined as a one-sided, controlling activity, but it has become a field of interaction. During the industrial-age, organizations were formal hierarchies that assigned specific roles to specific employees by focusing on roles. Later on, this mechanic built organizations left their places to organic organizations. In these organic organizations, tasks are not limited and easily defined. Employees are not strictly assigned to single or unique jobs, but they are motivated towards career paths. Nowadays, organizations moved to a newer type of structure called “network organizations” which is less hierarchical and centralized but more flexible than other structures. One of the main features of network organization is open communication, through which the definition of management moved beyond industrial-age definitions and social networks established as the underlying concept of this structure.

According to today’s modern management understanding, constructs like self-managing teams, knowledge workers and communication gained importance. According to Foss and Rodgers (2011) today’s organizations are challenged with the task of creating effective means of communication that enable fast and credible information flow especially between leaders and employees. As working in different time zones and locations becomes popular, virtual communication is playing an increasingly important role in organizations (Harvey et al, 2013). In this very modern era we have witnessed the rapid proliferation of a new class of information technologies for interpersonal communication, commonly known as “social networking”. They are accepted as the easiest and cheapest way of communication

and they are used by hundreds of millions of people. According to the research although social networks are very popular among individuals, their application for organizational purposes has only just begun. Although only 18 percent of managers believe that social media is important for their business today, more than 63 percent assert that it will be important for business within three years (Kiron et al. 2012). McKinsey estimates that the economic impact of social media on business could exceed \$1 trillion, most of which is gained from more efficient communication and collaboration within and across organizations (Chui et al. 2012).

Social network is a new concept for organizations and it already became one of the key concepts of management. According to the research, organizations by using social network can benefit from the networking activity and they can skim the advantage of communication and technology not only within but also outside the organization. There are many studies that represent how and at which level the social networks are important for organizations for instance; power (Krackhardt, 1990; Brass & Burkhardt, 1992), individual performance (Burt, 1992; Brass & Labianca, 1999), organizational performance (Hansen, 1999; Greve & Salaff, 2001), cooperation (Lindenberg, 2000), and job satisfaction (Kilduff & Krackhardt, 1994).

From a management perspective, the study of social networks is based on the basic assumption that individuals working in organizations keep being social beings. Any member of an organization has both personal needs such as identity, self-esteem and professional needs such as need to know. In this sense the members of the organizations, in order to achieve their social needs, are increasing their use of professional networking platforms which has been gaining importance not only in their social lives, but especially in their work lives. The very popular topic of social network could be defined as a “virtual community where people from different

geographies can meet online to interact with each other for a variety of purposes, namely, building relationships, sharing interests, discussing various topics or even just getting to know new people, etc” (Koh et. al., 2007, pg.27). Boyd and Ellison (2007) defined networking sites as “online services that allow members to create personal profiles, establish connections, and browse their friend’s profiles” (pg.16). In the beginning, social networking was defined by many scholars like Ellison at the individual level. However, social networking already extended the boundaries of individual level and reached to organizational level. From an organization perspective social networking is already beyond its earlier definitions. Today’s business life uses and benefits the advantages of social networking behavior both at individual and organizational levels. Therefore, the aim of this study is to find out if there is a relation between values, quality of work life and employees’ networking behavior.

There are vast number of definitions for social networks, some of them are listed at the below on Table 4. This study will only focus on social networking from management perspective and through this perspective this study’s main concentration will be on professional networking platforms used by the members of organizations. In this sense, the definition of social networking can be limited to a linking instrument between people and departments within a particular organization or across corporate organizations, enabling them to share information and personal and work experiences. In this respect, other definitions concentrated on only human interaction, socialization or friendship building are not in the scope of this study.

Table 4: *Social Networking Definitions*

| Scholar | Date | Definition |
|-------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Boyd | 2007 | that are open networks which offer an open platform for individuals to interact with one another and to manage interpersonal relationships, are also defined as “.....web based services that allowed individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system. The nature and nomenclature of these connections may vary from site to site.” |
| Livingstone | 2008 | Using social networking websites has become a fundamental way to manage one’s identity, lifestyle and social relations. |
| Putnam | 2004 | Using social networking websites enable building trust and reciprocity among people, which in turn helps in engaging in collective activities. |
| Ellison | 2007 | Ellison’s definition was restricted to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system. |

According to the perspective of management, establishment of social networking concept roots back to Moreno’s sociometry and Mayo’s Hawthorne studies. These studies are accepted as the major works that contribute to the field of social networking. The reason why sociometry could be accepted as an introduction point for social networking literature is because interpersonal relations are located at the center of sociometry methodology. Moreno (1938) defines sociometry as a new

methodology that diagnoses the society's fundamental structure, interpersonal relations and the relations between people and objects. According to Moreno (1938), there is a link between psychological mechanisms of a person and with the properties of that person's social network. Moreno argued that society moved to a new level and he tried to convince social scientists to reconsider their views of society and the place of the individual in this society. Moreno presents the following definition: "The discovery that human society has an actual, dynamic, central structure underlying and determining all its peripheral and formal groupings may one day be considered as the cornerstone of all social science" (Moreno, 1938, p.15). According to Emirbayer and Goodwin (1994), sociometric procedures try to lay the fundamental structures within a society by disclosing the affinities, attractions and repulsions, operation between people. Moreno's methodology was used later for social networking analysis and as Wasserman and Faust (1994) stated social network analysis has been heavily influenced by mathematics and statistics. Later the "sociometric test" was developed with respect to interpersonal relations to measure the behaviors and actions of individuals of the group (Sanderson, 1943). Therefore, since Moreno supported the idea of social structure and person's individual place in this structure, his work of sociometry can be considered one of the touch stones of the concept social network's establishment.

Like Moreno, Mayo is also one of the main contributors of the field of social networking. According to Mayo "...the workers have – whether aware of it or not – formed themselves into a group with appropriate customs, duties, routines, even rituals" (Mayo, 1971, pg.289). He stated that the industrial world at the beginning of the twentieth century was more technologically advanced than ever before while being more socially incompetent compared to before (Bendix & Fisher, 1949). In his

studies of factory work and interactions between workers, Mayo pioneered the use of sociograms to depict interpersonal relations and group structure. After Moreno's contribution to individual's interaction with society, Mayo points out to the unique interaction between workers and their work place. This interaction could also be accepted as a development for the establishment of the construct social networking. Mayo was one of the first scholars who reflected the importance of cooperation in an organization formed by workers. Moreover, Mayo noticed that "managers who had some level of understanding of the social processes such as group solidarity among workers had a greater ability to control and influence worker behavior" (Scott, J., 2000 pg.17). Finally, Mayo linked socio-emotional issues with productivity through cooperation and job satisfaction. This created the point of departure for not only the Human Relations School but also of the study of the informal structures. The focus slipped on relations as the unit of analysis, which is the most central issue of the field of social networking.

Social networking being a new phenomenon of this era could be applied in many fields, like management, our daily lives and organizations. However, the scope of this study limits social networking to employee level since the major aim of this study's research is the employee's social networking behavior. After Moreno and Mayo, many other scholars studied vast number of theories about social networking. They either evaluated the subject from a different perspective or they build up new or more comprehensive theories by developing each other's work. In this section of the study some of these theories will be mentioned by name and various theories will be touched upon in more detail. There are thirteen theories that explain what effects employees' social networking behavior and why employees decide networking. These 13 theories can be named as follows; Theory of Reasoned Action (TRA), Theory of

Planned Behavior (TPB), Decomposed Theory of Planned Behavior (DTPB), Theory of Interpersonal Behavior (TIB), Technology Acceptance Model (TAM), Theory of Consumption Values (TCV), Expectation Confirmation Theory (ECT), Social Exchange Theory (SET), Social Capital Theory (SCT), Flow Theory (FT), Expectancy Value Theory (EVT) , Social Network Theory (SNT) and Self Presentation Theory (SPT). There are of course other theories or even models that explain social networking from different perspectives or as the subject of different fields than management. However, these 13 theories that are listed above are the most studied and tested theories of social networking from the management perspective.

Theory of Consumption Value aims to explain how consumers judge and use a specific product or service (Steht, 1991). This theory synthesis existing findings in economics, sociology, psychology, marketing and consumer behavior and its applicable to individual choices involving a full range of products and services, both tangible and intangible (Sushil, 2013). TCV posits that(1) consumer choice decision making is influenced by multiple consumption values, (2) the consumption values make differential contributions in any given choice situation, and (3) the consumption values are independent (Steht, 1991). Theory identifies five major consumption values which influence consumer choice, attitude and behavior. These values are functional value, social value, emotional value, epistemic value and conditional value.

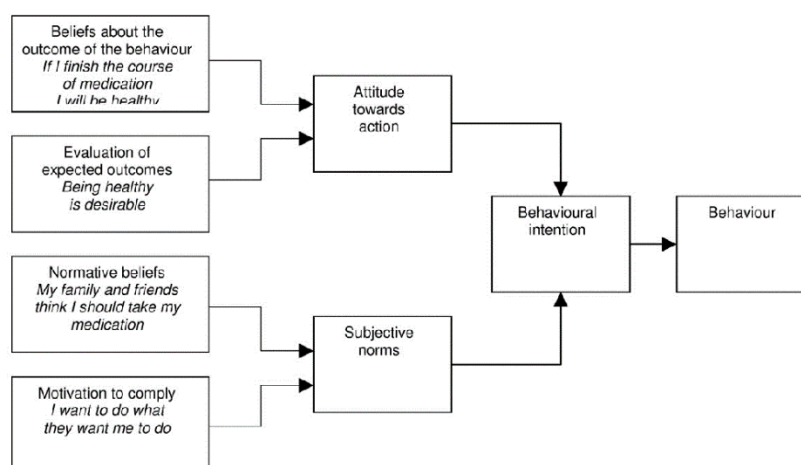
Another theory that contributes to social networking literature is Self - Presentation Theory. This theory explicates the reason why people present a desired image for themselves to the others (Goffman, 1959). Goffman explained the concept of self-presentation by comparing it to a theatrical play. In a theatrical play, actors present their role on front stage, however they relax and prepare for the next episode

on the backstage (Chouhan, 2014). Therefore, according to Goffman for carrying out effective social interaction, people need to create and present their identities.

In this context, it is beneficial to touch upon Social Networking Theory (SNT) which is one of the most important and frequently studied theories of social networking field. The SNT basically explains the interpersonal mechanisms and social structures that exist among interacting units (Hatala & Fleming 2007). Theory explains the interpersonal mechanisms and social structures that exist among interacting units (i.e., small groups, large groups, departments, units, within organizations, between organizations) (Wasserman & Faust, 1994). More specifically, it is the study of how the relationships of a person, group, or organization affect beliefs or behaviors of each other. The theory relates to a number of different levels of analysis that can be used to determine the interaction between individuals and their environment.

In addition to TCV, self –presentation theory and social networking theory, Scott and Davis brought a new aspect to networking literature with a recent concept of network organization. According to Scott and Davis (2007) the term network became the most dominant issue of our time and it is no longer limited to people but networks are in everywhere now. They introduced a new term “network organization” and defined it as a new organizational structure which is distinct from the functional, divisional or matrix organizations (Scott & Davis, 2007). In this new system they also emphasized the existence of hybrid ties that exists among organizational units. Later, network theorists introduced new ways of thinking the subject network and as a result they developed network analysis which later became a tool for majoring organizational context.

In addition to the theories mentioned above, there are three other theories and a model that also explains social networking behavior and they are also the mostly cited theories of networking behavior literature; Technology of Reasoned Action(TRA), Theory of Planned Behavior (TPB), Decomposed Theory of Planned Behavior (DTPB) and Technology Acceptance Model(TAM). Ajzen and Fishbein (1975) introduced the Theory of Reasoned Action which is based on the idea that behavior can be determined by the behavioral intention. They accepted this intention as a function of subjective norms and attitude toward the behavior. Theory included and defined four factors: attitude, subjective norm, intention, and behavior. First they defined attitude toward behavior as the general positive feeling for that behavior. According to this definition they formulated behavior as a function of one's belief "B" and they concluded that the behavior will lead to certain outcomes multiplied by the evaluation of the outcomes "E". Second they defined subjective norm as the perception that one has about whether the referent others think that the act should be performed or not. Accordingly they formulized this as the product of one's normative belief "NB" and the motivation to comply "MC" (Ajzen and Fishbein, 1980) (see Figure 6).

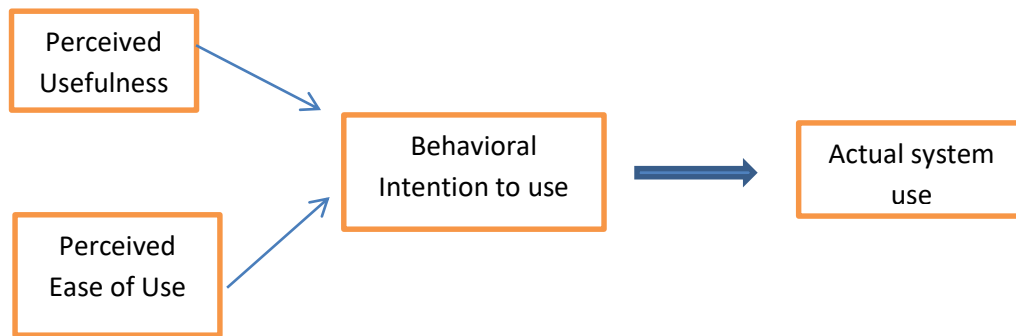


(Ajzen and Fishbein, 1969-1989)

Figure 6: Theory of Reasoned Action.

According to this theory, both attitude toward social networking and “subjective norm” are positively associated with social networking behavior. According to Ajzen (1980), subjective norm is defined as how behavior is viewed by our social circle or by those who influence our decisions and intention influences social networking behavior. Attitude is defined as how we feel about the behavior and is generally measured as a favorable or unfavorable mind-set. Intention is defined as the propensity or intention to engage in the behavior and behavior is defined as the actual behavior itself.

Later, by building on Ajzen and Fishbein’s theory, in 1987 Davis developed Technology Acceptance Model which explains employee behavioral intention to use social networking. TAM was developed as a method to measure and predict the adoption and usage of technology (Alan Peslak, 2012). TAM is the adaptation of the TRA to the field of IS. TAM aims to determine an individual’s intention to use a system by concentrating on its usefulness and perceived ease of use. Researchers have simplified TAM by removing the attitude construct found in TRA from the current specification (Venkatesh et.al, 2003). The original TAM model is based on four decisions to use an aspect of information technology (see Figure 7). The first stage involves the user considering external variables to evaluate the perceived usefulness (PU) and the perceived ease of usefulness (PEOU) of a particular aspect of IT, in the second stage model finds PEOU and PU affecting attitude of user towards usage. The third stage involves the attitude combined the PU to determine IT usage intention. And the fourth and the last stage is the user intention to use or not use the IT involved (Wolk, 2007).



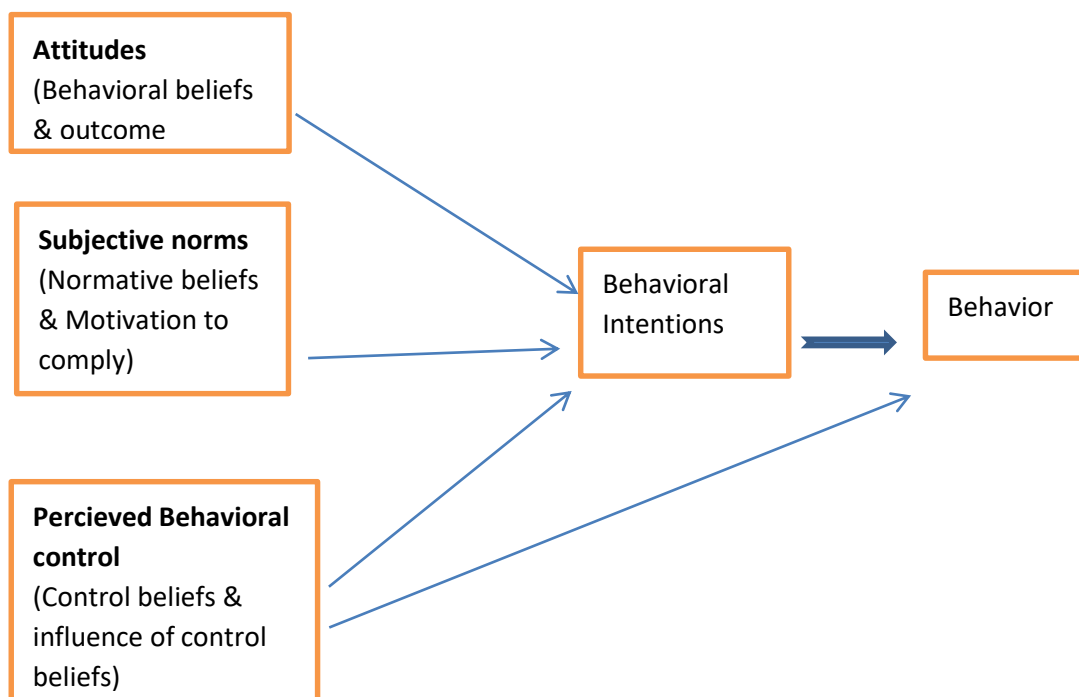
(Venkatesh et. al, 2003)

Figure 7. Technology Acceptance Model.

Since its introduction, Theory of Planned Behavior by Ajzen and Fishbein (1985) became one of the most frequently cited theories of human behavior. It proposed a model that measure how human actions are guided and it aimed to explain the human behavior which is driven by behavioral intentions. Theory of planned behavior was introduced to literature as an extension of theory of reasoned action. Later, a decomposed theory of planned behavior was developed by Taylor and Todd (1995) as an expansion of the theory of planned behavior (TPB) (Ajzen, 1985). All of these three theories use measurements of attitudinal and personality variables. They predict a behavior based on intention to perform that behavior. Intention is the central factor in each theory.

According to Ajzen (1991) when there is strong intention to engage in behavior, conducting that behavior is more likely. The developmental sequence of the three theories begins with TRA followed by that of TPB which is further expanded by the DTPB. In the TRA, the antecedents to intention are (1) attitude towards the behavior and (2) subjective norms. The TPB adds one additional variable that of perceived behavioral control which was found as an important antecedent to intention

and behavior. It is appropriate to state that the theory of reasoned action (TRA) is a special case of the theory of planned behavior (TPB) (see Figure 6). The only difference between the two theories is that the TPB includes perceived behavioral control as an additional determinant of intentions and behavior. In the development of the TRA it was assumed that people have volitional control over the behavior of interest. In addition the DTPB contains all of the variables of both the TRA and TPB and incorporates additional antecedent variables that may provide more complete explanatory power in terms of intention and usage that the TRA and TPB may not fully take into account. Taylor and Todd comparing their model with TPB remarked that “In comparing the two versions of TPB, we believe that there is value added as a result of the decomposition, in terms of increased explanatory power and a better, more precise, understanding of the antecedents of behavior. Thus in our view, the decomposed TPB is preferable to the pure form of the model” (Taylor & Todd, 1995,p. 169). Comparing with TAM, they commented that, “if the sole goal is the prediction of usage, then TAM might be preferable. However, the decomposed TPB provides fuller understanding of usage behavior and intention and may provide more effective guidance to IT managers and researchers interested in the study of system implementation” (Taylor & Todd, 1995p. 170).



(Ajzen, 1991)

Figure 8: Theory of Planned Behavior.

As a result of extended literature review and as already mentioned above, there are vast number of theories in terms of measuring human behavior, and most frequently used ones as explained are Theory of Reasoned Action (TRA), Theory of Planned Behavior (TPB), Decomposed Theory of Planned Behavior (DTPB) and Technology Acceptance Model (TAM). Since the aim of this study is to complete a research on the employees' social networking behavior, theory of reasoned act and the model proposed by Fishbein and Ajzen will be used as one of the main research models. Although there are some other new theories such as the Decomposed Theory of Planned Behavior (Taylor & Todd, 1995), Innovation Diffusion Theory (e.g., Agarwal & Prasad, 1997; Rogers, 1995), Integrated Technology Adoption and

Diffusion Model (Sherry, 1998), and recently the Moguls Model of Computing (Ndubisi et al., 2004) that are developed after TRA, TRA has been evaluated a better predictor of behavior than other models mentioned above. In summary, TRA is based on the assumption that human beings are usually quite rational and make systematic use of the information available to them (Ajzen and Fishbein 1980), and these rational thoughts of an individual will reflect on their behaviors and actions. Accordingly, people consider the implications of their actions before they decide to engage or not engage in a given behavior (Ajzen 1985). According to this assumption, the employees will engage in networking behavior if they believe that they will benefit from the existent information in the networking field. Therefore, for its strength in predicting human behavior, this study will be based on TRA. It has been used and applied in many different fields such as sociology, psychology, health, medical science and IT. So far, according to my research there are not many applications of this theory in the field of management. Therefore, this study will contribute to management field by trying to measure employee social networking behavior in association with values and quality of work life.

3. METHODOLOGY

3.1 Sampling Procedure

This study used convenience sampling procedure for collecting data. The members of one or more iron and steel or oil manufacturing companies were selected as the sample group and this selection was done depending on their organization scale.

A manufacturing company can be described as a commercial business that converts raw materials or semi-finished materials into finished products. These products are intended to meet the expectations and demands of customers. Manufacturing companies should be open to technological innovations. However, they can slowly adapt to change and the costs arising from these changes sometimes could be very high for top management to be convinced. In this study, manufacturing companies will be chosen from Iron & Steel and Petroleum sectors from Turkish Business World.

The respondents who will fill out the questionnaires were middle and upper level managers; there was no other special criterion for selecting participants.

3.2. Research Design

Quantitative research method was used for this study. The design of the study is hypothesis testing and (analytical) in nature, it is a correlational research to examine the conceptual relationship between values, QWL and networking behavior. This research is also a field study and a cross-sectional one. This design was used for a

better understanding of the nature of existing relationships between research concepts in question. Although this research was guided by social network theory, the main theory applied will be the theory of reasoned action as explained in Section 2.4.

3.3 Measurement Instruments

Three different measurement instruments were used for data collection purposes.

These instruments are as follows:

3.3.1. Portrait Values Questionnaire (PVQ)

It is a 21-item scale questionnaire developed by Schwarz, which is used for measuring individual values and work values. The scale is based on ten constructs—Self-Direction, Stimulation, Hedonism, Achievement, Power, Security, Conformity, Tradition, Benevolence, Universalism. Responses have been sought on a six-point scale ranging from ‘very much like me’, to ‘not like me at all’. The original Portrait Values Questionnaire includes 40 items however the questionnaire is applicable on different and shorter versions such as 21-item scale and 10-item scale. The major aim of this study is to do research on the relation between individual values, work values, QWL and social networking behavior. By virtue of the fact that PVQ applies Schwartz’s ten values to organizational context and it draws a potential map of work values which guides individuals to define objectives and make choices regarding their work environment. In accordance the 21-item PVQ has been found as the most suitable instrument to test individual and work values for this study.

Portrait Values Questionnaire is chosen as the measurement tool for assessing both individual values and work values. Following a brief review on work values literature PVQ gives life to recent and valid survey to measure work values. It is

unique and applicable to the aim of the study's research, since it studies the changing values and their impact on various fields. And it helps to managers and many others to understand and observe the changes in the beliefs, values and motivations of people (desire for life quality) throughout the world.

PVQ applies Schwartz ten values to organizational context and it draws a potential map of work values which guides individuals to define objectives and make choices regarding their work environment. In the first section of this study, theory of basic individual values presented and applied in studying work values due to the conceptual relevance of three types of work values with the three high order dimensions covering 8 values from Schwartz well known individual values. Starting from the beginning the pure relation between basic individual values and work values has been tried to be explained and supported. Based on the literature Ros, Schwartz and Surkiss (1999) also caught attention to this relation and they define work values as "expressions of basic values in the work setting". And they also supported the idea that high order dimensions are conceptually parallel with three well known types of work values- intrinsic, extrinsic and social which has been explained in detail and researched in Section 2.2 of this study.

It has been already researched and the clear correlation between individual values and work values has been supported through PVQ during the studies of Ros, Surkiss and Schwartz. This study will use PVQ for the research on basic individual values, work values and also to explore the relation between work values and individual values. Although as mentioned above there are various recent surveys in work literature PVQ has been chosen. It is predicted as a unique, applicable and proved questionnaire to research the values and their inter-correlations, and also to investigate the associations of work treated as a value with the different basic

individual values. PVQ is expected to help managers to understand and observe the changes in the beliefs, values and motivations of employees (desire for life quality which will be explained in detail in next section as Quality of Work Life) throughout various organizations. In addition, it will also support this study's research aim to measure how work values change among different individuals.

The reliability of PVQ scale was calculated as an alpha coefficient value of (.605), and ranged from (.532 to .613). The low reliability coefficients are not surprising because of the reduced number of items (Biber et al, 2008) and the reliabilities varied a lot as Sagiv and Shwartz (2000) indicated.

3.3.2. Quality of Work Life Scale

A 16- item scale Quality of Work Life questionnaire, developed by Sirgy et al issued for measuring quality of work life construct. This scale measures which of the seven needs of employees are satisfied through resources, activities, and outcomes from their involvement in the workplace. This satisfaction will form the employee's quality of work life. The seven types of needs are: (i) health and safety needs, (ii) economic and family needs, (iii) social needs, (iv) esteem needs, (v) actualization needs, (vi) knowledge needs, and (vii) aesthetics needs. Quality of work life questionnaire consists of total 16 items. It is a seven point scale ranging from 1 for 'Very Untrue' to 7 for 'Very True'. QWL scale produced a reliability coefficient of 0.78. QWL measure was found to have construct validity of the scale which was also supported by the work of Loscocco and Roschelle (1991).

3.3.3. Social Networking Behavior Questionnaire Based on Theory of Reasoned Action (TRA)

Theory of reasoned action (TRA) is proposed by Fishbein and Ajzen in 1977 to explicate the process through which human behavior is developed or performed (Haque, 2014). It posits that behavior of a person is dependent upon the attitudes, beliefs and intentions. It assumes that intention is the most important determinant of the behavior. This intention is formed after considering attitude of self and others regarding the behavior. The literature is replete with research in which the theory of reasoned action has been used to empirically evaluate decision behavior of individuals (Southey, 2011).

This theory explores the relationship between volitional behaviors, attitudes and subjective norms through the creation of behavior, which are all related to measure the main aim of this research; employees' networking behavior. In TRA attitude is defined as person's overall evaluation about the subject behavior. The model suggests that attitude is composed of two factors. These factors are salient beliefs about the behavior (BI) and positive or negative evaluation of the outcome of behavior (EI) (Fishbein and Ajzen, 1975). This outcome of the behavior which is also directly related to the beliefs and the evaluations of the beliefs also contributes to measure the overall attitude of the person towards that behavior/ belief.

As it is also stated by Ajzen, who is not only the main contributor of this field, but also the owner of TRA theory, there is no standard TRA questionnaire (Ajzen (n.d.)). In most published research papers, there is a detailed explanation about how to prepare a questionnaire for TRA. There is also a very detailed definition and a sample questionnaire used by the investigator. There are sample questionnaires prepared for

different studies that are available online as well. However, the items employed in previous researches and the items shown in the sample questionnaire were not appropriate for this research since the aim of the study is to measure the on employee networking behavior. Therefore, it is required to construct a new questionnaire suitable to measure employee networking behavior in the light of the original theory (TRA) itself.

In this study, the development of measurement items will be done in accordance with the research model. Thus, there will be sample questionnaire where a sample of respondents was asked to assess the items based on seven point Likert scale. Items pertaining to “Desire for online self-presentation” were taken from Kim et al (2012), while the items for the rest of the constructs were adopted from the TRA studies (Sun & Wu, 2011; Venkatesh, 2000). As stated above there is no one specific questionnaire of TRA that perfectly matches to measure employees’ networking behavior, this requires validity and reliability tests for the questionnaire used for this study. Therefore, in order to examine reliability and validity of the questionnaire, pilot test by collecting data from 30-40 subjects was applied and the results will be evaluated by SPSS prior to the final questionnaire. The TRA questionnaire was also applied as a seven point scale ranging from 1 for ‘I do not agree’ to 7 for ‘I agree’.

3.4. Research Hypothesis

In the light of literature review, the following hypotheses are formulated:

Hypothesis 1a:

There is a strong relationship between individual values, work values and quality of work life.

Hypothesis 1b:

Major work value types influence employees' networking behavior.

Schwarz classified and defined values such as self-esteem, openness to change, self-transcendence and conservative as higher order values, while Rokeach grouped work values again under similar four groups as social, extrinsic, prestige and intrinsic values. Based on the literature these values are in relation with each other.

Hypothesis 2: There is positive relationship between three major work value types and Schwartz's four-high order value dimensions:

H2.1) social work values and Self-Transcendence dimension

H2.2) Extrinsic work values and Conservation dimension

H2.3) Intrinsic work values and openness-to-change dimension

Hypothesis 3: The high-order dimensions of 'self-transcendence' and 'openness-to-change' will explain the majority of the variance in the dependent variable of quality of work life.

Quality of work life is defined and researched according to seven needs such as health and safety needs, Economic and family needs, Social needs, Esteem needs, Actualization needs, Knowledge needs and Aesthetic needs.

Hypothesis 4: There is a significant relationship between employee networking behavior and the dimensions of social needs, esteem needs and actualization needs of the variable of quality of work life (QWL).

Hypothesis 5: Networking moderates the relationship between individual values, work values and the quality of work life.

Quality of work life is defined in literature review as a set of beneficial consequences of working life for the individual, the organization and society. Through the establishment of intranets, employees became more involved in organizations and this situation helped spread both knowledge and information between employees, which helped employees to discuss and compare their work lives. Therefore, as employees became connected to each other through this connection, they caught the chance to evaluate their work lives. These comparisons allowed them to improve their working conditions.

Hypothesis 6:

The higher the level of quality of work life, the higher will be the level of involvement in social networking.

As it is known employees define and measure their level of quality of work life through their individual values. Three basic values (achievement, self-direction and security) as defined by Schwarz have a great impact on employees to evaluate and measure their level of quality of their work life.

4. MODEL

4.1. Conceptual Model

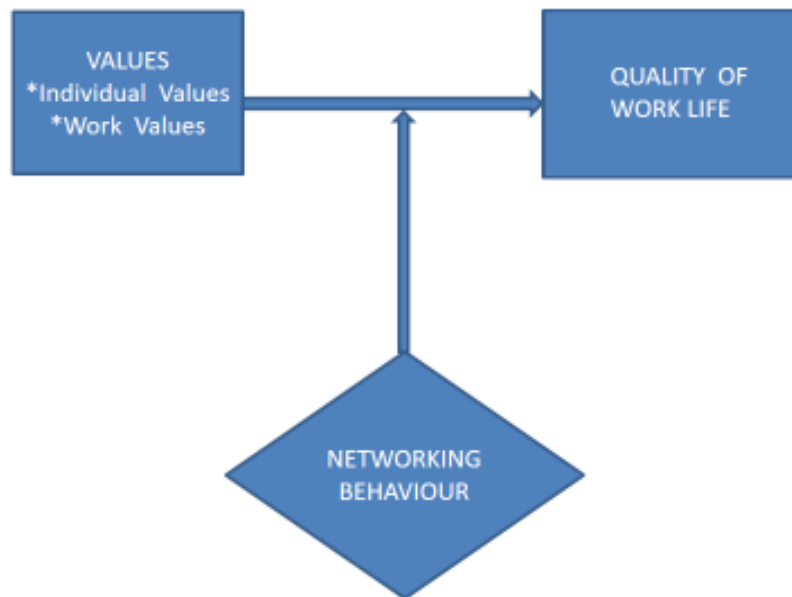


Figure 9: The Conceptual Model

4.2. Research Model

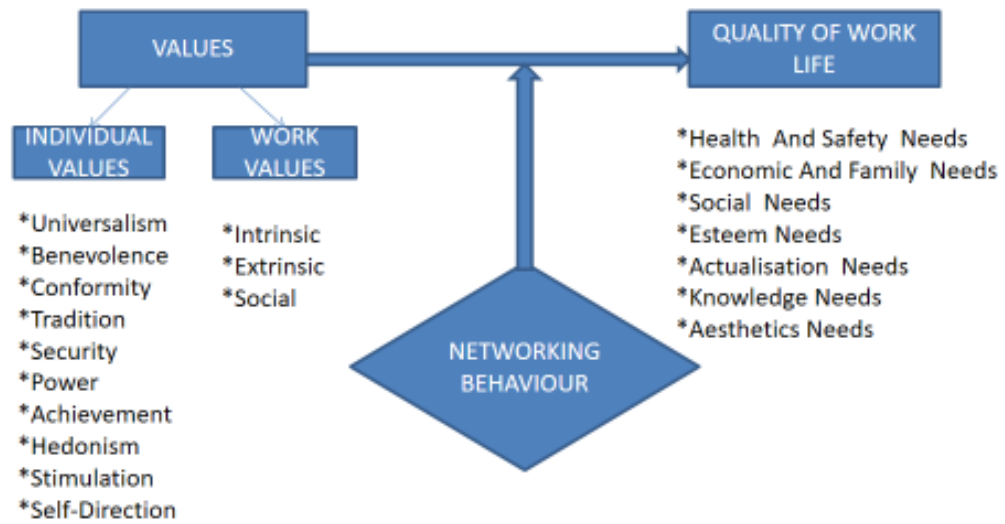


Figure 10: The Research Model

5. DATA ANALYSIS

5.1. Pilot Study 1

The present study contributes to the existing literature by examining the relations between employee networking behavior, work values, individual values and quality of work life in heavy industry companies in Turkey. Consequently, this study is based on primary data collected with the help of well structured, pre-tested 3 questionnaires (PVQ, QWL questionnaire and TRA questionnaire) specified for social networking. The questionnaires are applied to managers and mid-managers in an age group of 24-54 years old, during the period of January 2016 to March 2016.

Pilot study questionnaires were distributed personally to 54 people with the permission of the human resources and the administrative departments of 3 different organizations from iron and steel manufacturing, human relations (active in the manufacturing sector) and oil production. 40 questionnaires have been evaluated for the pilot study, 14 questionnaires were omitted because of the excessive number of missing values. Majority of the sample group was comprised of males (51.3 per cent).

A 21-item scale PVQ questionnaire developed by Schwarz is used for measuring the individual values and work values. The scale is based on ten constructs—Self-Direction, Stimulation, Hedonism, Achievement, Power, Security, Conformity, Tradition, Benevolence, Universalism (refer to Table 1). Responses have been sought on a six-point scale ranging from ‘very much like me’, to, ‘not like me at all’. Data have been analyzed using descriptive statistics (means and standard deviations), through SPSS 18.0.

A 16-item scale Quality of Work Life questionnaire developed by Sirgy et al. is used for measuring the construct of quality of work life. The scale is based on 6 constructs--- Health and Safety needs, Economic and Family Needs, Social Needs, Esteem Needs, Actualization Needs, Knowledge Needs and Aesthetics Needs.

And 10-item Theory of Reasoned Action scale is used to measure employee networking behavior. As mentioned in measurement instruments, there is no one clearly applied questionnaire of TRA which is perfect to test employee networking behavior, therefore, the questionnaire revised and predisposed for the application of networking behavior. The major aim of this pilot study was to measure the reliability and validity of all the questionnaires but especially the TRA questionnaire.

When the reliability test was run for the PVQ questionnaire, it was found to be 71% reliable. The reliability test is also applied to each question and none of the questions had a big impact on the reliability percentage when they were deleted. Therefore, all the questions are kept as they are in the original questionnaire.

Later Cronbach's Alpha is measured as 0,802 for Quality of Work Life questionnaire which means the test is 80% reliable. This is a relatively high reliability score for these kinds of studies. Again none of the questions had a big impact on the reliability percentage when they were deleted so there is no need to remove a certain question from the original questionnaire.

Finally, there liability test was also run for the employee networking behavior questionnaire, which was applied for the first time in this study and the test measured to be 83 % reliable. As shown in the results detailed below, all 3 measures are found as highly satisfactory in terms of reliability and validity. These results have a great importance for this study because the questionnaire's items for employee networking behavior, have been developed by us according to the template suggested by Ajzen and Fishbein and tried for the first time for this study through this pilot study.

In this limited study, as a first impression individual values such as benevolence, universalism and self -direction are found out to be the most important values for the respondents. In quality of work life the mean was calculated as 44, which indicated that respondents think that quality of work life in their organizations was considerably low. Most importantly, reliability tests for all 3 questionnaires were above the accepted level, they were measured as highly satisfactory, therefore these three questionnaires found satisfying to be applied for further analyses in this study.

5.2. Pilot Study 2

From January to May 2016, the first pilot study was completed and the results were satisfying enough to begin the final study. However, it was decided to complete a second pilot study in order to increase the quality level of the data and the results through a larger sample. This study presents the pretest methods and statistics before starting the final study to determine if the items are yielding the information that is required for this paper.

In order to have the advance warning regarding the weakness of proposed study, if any, the number of respondents was increased. This pilot study was again carried out on members of the relevant population very similar to the first pilot study. Participants of the first and the second pilot studies will not be a part of the final study. While number of respondents increased, some questions were revised and as advised by Devous (1993) some questions were eliminated since it was found that some respondents had difficulty while answering those questions. The new pilot study also invited comments from the respondents to have further development of the questionnaire questions.

The second pilot study was also based on the same well-structured and pretested 3 questionnaires; PVQ, QWL and the TRA questionnaire prepared specifically for employee networking behavior. The questionnaires are applied to managers and mid managers in age group of 28-56 years during the period of January-April 2017.

The pilot study questionnaires were distributed through an internet survey on web site (Survey Monkey) to 58 personally known people who still work in the iron and steel sector, manufacturing sector and oil producing sector. 58 questionnaires were received and 12 questionnaires were omitted due to missing answers to various questions. 46 responses out of 58 were found satisfactory to perform a pilot study. In the literature it is clearly agreed that in pilot studies the number of respondents shall be limited. It also takes part in literature that the number of respondents may vary depending on the sensitivity and purpose of the researcher. Usually the number of respondents for pilot studies is stipulated as 5-10 and 50-100 (Reynolds vd. 1993).

The more common application is to limit the number of respondents to 15-30. Therefore, 46 respondents provided satisfactory findings as a result of pilot study.

In this study, the data is analyzed by descriptive statistics (means, medians, standard deviation, etc.) through SPSS 18.0. Reliability and validity tests were applied to the data collected from the questionnaire participants. The reliability and validity of the questionnaires were already tested in the first pilot study and the results showed that all three questionnaires were reliable and valid. In this study, the validity and reliability analysis were retested. For reliability analysis Cronbach Alpha values for each questionnaire was run through SPSS and evaluated. Statistically Cronbach Alpha was expected to be higher than 0,7 to have internal consistency (reliability). For each questionnaire Cronbach Alpha values found higher than 0,7. (For PVQ: 0,714, for QWL: 0,861 and for TRA: 0,727)

Factor analysis was used to test construct validity. First KMO and Bartlett's Test is evaluated which is one of the first conditions for factor analysis to be meaningful. To have a satisfactory analysis, KMO is expected to be greater than 0,6 and Bartlett sigma is expected to be below 0,05. For this study, Kaiser- Meyer- Olkin measure was calculated above 0,6 (0,635), while Bartlett sigma was found below 0,05 (0,000). Generally all the factor analyses were satisfactory for this pilot study. All factor loadings were high. Based on the factor analysis, three components extracted and factor loadings were above 0,3 for all components.

6. RESEARCH FINDINGS

This section of the study covers the results of the research including the general profile of the respondents, reliability tests, factor analysis and mean values of research concepts by using the statistical package of SPSS version 18.0.

6.1. Respondents' Profile

The data collected from the participants were analyzed through descriptive statistics to identify the respondent's profile based on the results of the descriptive statistics presented in table 5.1. The results indicated that 51, 90 % of the respondents were male while 48, 10% were female. The majority of the respondents (26, 40%) were between the ages of 31-35 and 24, 10 % of them were between 36-40 years old. The majority of the respondents (41. 2%) had a master`s degree. Based on the total job experience, it can be stated that more than half of the participants (62.0%) have been working for more than10 years.

Table 5: *Descriptive statistics of socio- demographic variables (n=216)*

| GENDER | NUMBER OF RESPONDENTS | % |
|--------|-----------------------|-------|
| Female | 104 | 48,1 |
| Male | 112 | 51,9 |
| TOTAL | 216 | 100.0 |

| AGE | NUMBER OF RESPONDENTS | % |
|---------|-----------------------|-------|
| 25 – 30 | 48 | 22,2 |
| 31 – 35 | 57 | 26,4 |
| 36 – 40 | 52 | 24,1 |
| 41–45 | 25 | 11,6 |
| 46 – 50 | 12 | 5,6 |
| 51 – 55 | 11 | 5,1 |
| 56 + | 11 | 5,1 |
| TOTAL | 216 | 100.0 |

| EDUCATION | NUMBER OF RESPONDENTS | % |
|---------------|-----------------------|-------|
| High School | 21 | 9,7 |
| Academy | 14 | 6,5 |
| University | 64 | 29,6 |
| Master Degree | 89 | 41,2 |
| Ph.D.Degree | 28 | 13,0 |
| TOTAL | 216 | 100.0 |

| TOTAL JOB EXPERIENCE | NUMBER OF RESPONDENTS | % |
|----------------------|-----------------------|-------|
| 1-3 years | 5 | 2,3 |
| 3-5 years | 20 | 9,3 |
| 5-10 years | 57 | 26,4 |
| 10 + years | 134 | 62,0 |
| TOTAL | 216 | 100.0 |

6.2. Reliability of Measurement Instruments

As a general rule, in order to assess the internal consistency of the variables, Cronbach's Alpha was evaluated and the reliability analyses of each and every measurement instruments used in this study were satisfactory. Reliability analyses for each scale are shown in Table 6 .

Table 6. Reliability Analyses of Measurement Instruments

| Measurement Scales | Cronbach's Alpha |
|----------------------------|------------------|
| 21-Item PVQ Scale | .704 |
| Quality of Work Life Scale | .879 |
| Employee Social Networking | .756 |

6.3. Factor Analysis

Factor analysis can be defined as a useful statistical tool that enables researchers to identify the structure of a correlation matrix. It is also a convenient apparatus to investigate variable relationships for complex concepts. According to Hair (2006) factor analysis makes the grouping of the variables possible through reducing these variables within certain factors and also by defining the sets of variables that are highly interrelated (Hair et al. 2006)

Two different exploratory factor analyses (EFA) using principal component extraction were run in the present study, which was concerning 21-Item PVQ scale and 16 item Quality of Work Life Scale. Statistics that are related with factor analysis

are Kaiser – Meyer- Olkin and Bartlett’s test of sphericity. KMO shows that the data used is homogenous collection of variables and therefore correlations between variables. “The minimum level of acceptability for KMO is defined to be 0.50 in the literature” (Hair et al., 2006 pg.115). Bartlett’s test of sphericity showed that there was significant correlation among at least some variables. The outcomes of the factor analysis were presented in following tables.

6.3.1 Factor Analysis for Values (21 ITEM- PVQ)

Table 7 presents the factor analysis results of values. In total 21 items were included in the analysis and the results were satisfactory with KMO being 59,7% and highly significant Bartlett's test result of 0.000. The test results were grouped under 2 factors:

Table 7. Factor analysis results of values

| Name | ItemStatements | ItemLoading | VarianceExp. |
|-------------------------------------------------------------|----------------|-------------|--------------|
| Factor 1 (1 st high order dimension of Schwartz) | *stimulation | 764 | 22890 |
| | *benevolence | 755 | |
| | *universalism | 754 | |
| Factor 2 (2 nd high order dimension of Schwartz) | *power | 804 | 17524 |
| | *achievement | 767 | |
| | *hedonism | 491 | |
| Kaise- Meyer Olkin measure of Sampling Adequacy 597 | | | |
| Bartlett's test of sphericity | | | |
| Approx. Chi Square | | 449.393 | |
| Df | | 45 | |
| Sig. | | .000 | |

Initially, the factorability of the 10 items was examined. Several well-recognized criteria for the factorability of a correlation were used. Firstly, the Kaiser-Meyer-Olkin measure of sampling adequacy was .597, very close to the commonly recommended value of .6. Analysis indicated the degree of common variance as mediocre factor analysis. Secondly, the Bartlett's test of Sphericity was significant since $p < .05$ (.000), which indicated high level of statistical significance that there are significant correlations between the variables.

Principle component analysis was used because the primary purpose was to identify and compute composite scores for the factors. Initial Eigen values indicated that the first 2 components explained % 40 of the variance. Overall these analyses indicated that middle and top managers in heavy manufacturing industries values "self-transcendence" the most, which is one of the high-order dimensions that covers; benevolence and universalism along with stimulation. Second factor fully represents the high order dimension of "self-enhancement" (hedonism, achievement and power). It was also evident that conservatism had a place in factor analysis as well. The results of the groupings of the factor analysis were parallel with the high order dimensions' definitions studied in the literature.

6.3.2 Factor Analysis for 16 Item Quality of Work Life Scale

Sixteen questions relating to quality of work life were factor analyzed by using principal component analysis with varimax rotation. The analysis yielded two factors explaining a total of 63,046 %. Factor 1 was labeled as actualization, esteem, aesthetic and knowledge needs. The second factor derived was labeled as basic needs of individuals. This factor was labeled as such due to the high loadings by following factors: health and safety needs, economic needs and social needs.

The KMO test indicated that the set of variables were adequately related for factor analysis. Since the KMO result was .767, the factor analysis defined as middling and the examination of the measure suggested that the sample was highly factorable. Results indicated almost the exact theoretical construct. The first Factor 1 items were the items that were related to each other that were more self-satisfaction oriented and they were ranked as important at the second stage when the first stage “basic individual survival needs” were satisfied. And these needs were ranked as important after the basic individual needs that were labeled in the second factor.

Table 8. *Factor Analysis Quality of Work Life*

| Name | ItemStatements | ItemLoading | VarianceExp. |
|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------|--------------|
| Factor 1 (Actualization, Esteem, Aesthetic, Knowledge) | *Aesthetic Needs | 862 | 38067 |
| | *Self-Actualization Needs | 862 | |
| | *Self-Esteem Needs | 862 | |
| | *Knowledge | 585 | |
| Factor 2 (Basic Needs of Individuals) | *Health & Safety Needs | 784 | 24979 |
| | *Economic Needs | 702 | |
| | *Social Needs | 529 | |
| Kaise- Meyer Olkin measure ofSamplingAdequacy 767 Bartlett's test ofsphericity Approx. Chi Square 600.475 Df 21 Sig. .000 | | | |

6.4. Mean Values

Mean values of each concept were evaluated in order to determine which values, high order dimension and work value were perceived and preferred by Turkish high manufacturing companies' employees. Based on the mean value analysis on Schwartz's Basic Individual Values, for middle managers and top managers working in heavy manufacturing industries self-direction, universalism and benevolence came into prominence. Related table is exhibited in Table 9 Mean Values of Values

Table 9. *Mean Values of Values*

| Concept | Mean Values |
|----------------|-------------|
| VALUES | |
| SELF DIRECTION | 5,29 |
| UNIVERSALISM | 5,20 |
| BENEVOLANCE | 5,18 |
| SECURITY | 5,13 |
| HEDONISM | 4,95 |
| ACHIEVEMENT | 4,86 |
| CONSERVATISM | 4,72 |
| TRADITION | 4,65 |
| STIMULATION | 4,38 |
| POWER | 4,20 |

As previously discussed in Section2 of this study, PVQ was used to test both individual values and work values as it is also supported by Schwartz in the literature. As the theory of basic individual values suggests, there should be a three type of work values intrinsic, extrinsic and social work values. Analyzing the 10 basic individual

values intrinsic work values were supported by the values of stimulation and self-direction, while extrinsic work values were represented by the values such as security, power, achievement and conformity. In addition social work values were found to be represented by the values such as benevolence and universalism. As a result, again in line with the literature based on the factor analysis, social work values contribute a factor by itself. And again in parallel with literature, mean values of intrinsic work values and social work values appeared to be very high.

The mean values for the study concept of high order dimensions of individual values are exhibited in the table 10. In accordance with the table, Turkish high manufacturing business managers perceive the high order dimension of self-transcendence (universalism and benevolence) as at the top level, which is also consistent with the output of relevant factor analysis. (see Table 10)

Table 10. *Mean Values of High-Order Dimensions*

| | |
|--------------------|------|
| Self-Transcendence | 5,18 |
| Openness to change | 4,87 |
| Conservation | 4,83 |
| Self Enhancement | 4,67 |

When the data of quality of work life scale was evaluated, the mean value of health and safety needs was calculated as the highest among others, which is also in line with various theories including Sirgy's quality of work life dimensions and even with Maslow's Hierarchy of needs theory. Maslow (1943, 1954) stated that people are motivated to achieve certain needs and that some needs take precedence over others. Our most basic need is for our life is our physical survival, and this will be the first thing that motivates our behavior and our intention to exist.

Table 11. *Mean Values of Quality of Work Life*

| Concept | Mean Values |
|---------------------------|--------------------|
| QWL | |
| Health and safety needs | 5,81 |
| Self-esteem needs | 5,03 |
| Social needs | 5,02 |
| Knowledge needs | 4,98 |
| Aesthetic needs | 4,47 |
| Economic and family needs | 4,30 |
| Self-actualization needs | 4,29 |

6.5. Correlation Analysis

Correlation analysis is related with relationships among variables. The correlation coefficient is a measure of linear association between two variables and quantifies the direction and the strength of the association between variables. In the following section correlation analysis will be tested and the results of the analysis will be evaluated.

Table12. *Correlations between Work Values, Individual Values and Quality of Work Life*

| | | Work Values Total | Individual Values | QWL |
|----------------------|---------------------|----------------------|----------------------|--------|
| Work Values | Pearson Correlation | 1 | .892** | .328** |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 216 | 216 | 215 |
| Individual Values | Pearson Correlation | .892** | 1 | .252** |
| | Sig. (2-tailed) | .000 | | .000 |
| | N | 216 | 216 | 215 |
| QWL | Pearson Correlation | .328** | .252** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 215 | 215 | 215 |

** . Correlation is significant at the 0.01 level (2-tailed).

To run the correlation analysis between variables such as individual values, work values and quality of work life, correlation coefficient Pearson Correlation was applied. Based on the results, correlation between variables such as work values and individual value were defined as a strong positive relation (.892), while there was still a positive relation between work values and quality of work life; it was suggested as a relatively weaker association (.328)

Table 13. *Correlations between Intrinsic Work Values, Extrinsic Work Values, Social Work Values and Employee Networking Behavior*

| | | Intrinsic Work Values | Extrinsic Work Values | Social Work Values | Networking |
|--------------------------|---------------------|-----------------------------|-----------------------------|--------------------------|------------|
| Intrinsic Work Values | Pearson Correlation | 1 | .179** | .326** | .401** |
| | Sig. (2-tailed) | | .008 | .000 | .000 |
| | N | 216 | 216 | 216 | 214 |
| Extrinsic Work Values | Pearson Correlation | .179** | 1 | .126 | .147* |
| | Sig. (2-tailed) | .008 | | .064 | .031 |
| | N | 216 | 216 | 216 | 214 |
| Social Work Values | Pearson Correlation | .326** | .126 | 1 | .126 |
| | Sig. (2-tailed) | .000 | .064 | | .065 |
| | N | 216 | 216 | 216 | 214 |
| Networking | Pearson Correlation | .401** | .147* | .126 | 1 |
| | Sig. (2-tailed) | .000 | .031 | .065 | |
| | N | 214 | 214 | 214 | 214 |

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlation analysis was run to test the relationship between work values and social networking. Pearson's correlation analysis was performed and the test results were exhibited in Table 13. Pearson correlation analysis results showed that there was a significant, positive and moderately strong relation between work values and employee networking behavior.

6.6. Hypothesis Testing

Hypothesis 1a:

There is a strong relationship between individual values, work values and quality of work life.

Table 14. *Correlations between Work Values, Individual Values and Quality of Work Life*

| | | Work Values | Individual Values | QWL |
|-------------------|---------------------|-------------|-------------------|--------|
| Work Values | Pearson Correlation | 1 | .892** | .328** |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 216 | 216 | 215 |
| Individual Values | Pearson Correlation | .892** | 1 | .252** |
| | Sig. (2-tailed) | .000 | | .000 |
| | N | 216 | 216 | 215 |
| QWL | Pearson Correlation | .328** | .252** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 215 | 215 | 215 |

** . Correlation is significant at the 0.01 level (2-tailed).

To test the relationship between individual values, work values and quality of work life Pearson's correlation analysis was performed. The test results are exhibited in Table 14. Pearson analysis results show that there is a significant, positive and moderate relation (Sipahi et al, 2006) between individual values and quality of work life ($r=0.252$, $p= 0.00$). Furthermore, they explain 25% of variance in each other. There is also a significant, positive and moderate relation between work values and quality of work life ($r=0.328$, $p= 0.00$) and they explain 33% of variance in each other. Furthermore, there is also a significant, positive and strong relation between individual

values and work values ($r=0.892$, $p= 0.00$) and they explain 89,2 % of variance in each other. Therefore, it can be said that Hypothesis 1a is supported.

Hypothesis 1b:

Major work value types influences employees' networking behavior.

Table 15. *Correlations between Work Values Types and Employee networking behavior*

| | | Intrinsic Work Values | Extrinsic Work Values | Social Work Values | Networking |
|--------------------------|---------------------|-----------------------------|-----------------------------|--------------------------|------------|
| Intrinsic Work Values | Pearson Correlation | 1 | .179** | .326** | .401** |
| | Sig. (2-tailed) | | .008 | .000 | .000 |
| | N | 216 | 216 | 216 | 214 |
| Extrinsic Work Values | Pearson Correlation | .179** | 1 | .126 | .147* |
| | Sig. (2-tailed) | .008 | | .064 | .031 |
| | N | 216 | 216 | 216 | 214 |
| Social Work Values | Pearson Correlation | .326** | .126 | 1 | .126 |
| | Sig. (2-tailed) | .000 | .064 | | .065 |
| | N | 216 | 216 | 216 | 214 |
| Networking | Pearson Correlation | .401** | .147* | .126 | 1 |
| | Sig. (2-tailed) | .000 | .031 | .065 | |
| | N | 214 | 214 | 214 | 214 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Pearson's correlation analysis was performed to test the relationship between work value types such as intrinsic work values, extrinsic work values and social work values and employee networking behavior. The test results are exhibited in Table 15 Pearson

analysis results show that there is a significant, positive and strong relation between intrinsic work values and employee networking behavior ($r=0.401$, $p= 0.00$). They explain the 40% of variance in each other. There is also a significant, positive and moderate relation between extrinsic work values and employee networking behavior ($r=0.147$, $p= 0.31$) and they explain 15 % of variance in each other. However, there is an insignificant and positive relation between social work values and employee networking behavior ($r=0.126$, $p= 0.65$). The result of the correlation analysis is compatible with Elizur's theory of work values where he grouped the work values under two fundamental types as intrinsic and extrinsic values, and social work values were covered under intrinsic work values. Therefore, it can be said that Hypothesis 1b is partially supported.

Hypothesis 2: There is positive relationship between three major work value types and Schwartz's four-high order value dimensions:

In order to test Hypothesis 2 correlation analysis were performed for each high order dimension and major three work values.

H2.1) social work values and Self Transcendence dimension

Table 16. *Correlations between Social Work Values and Self Transcendence*

| | | Social Work Values | Self Transcendence |
|--------------------|---------------------|--------------------|--------------------|
| Social Work Values | Pearson Correlation | 1 | .979** |
| | Sig. (2-tailed) | | .000 |
| | N | 216 | 216 |
| Self-Transcendence | Pearson Correlation | .979** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 216 | 216 |

** . Correlation is significant at the 0.01 level (2-tailed).

Bivariate Pearson's correlation analysis was performed to test the relationship between social work values and high order dimension of Self Transcendence. The test results are exhibited in Table 16 Pearson analysis results showed that there is a significant and positive relation between social work values and higher order dimension of Self Transcendence ($r=0.979$, $p= 0.00$).They explain the 98 % of variance in each other. Accordingly, Hypothesis 2.1 is supported.

H2.2) Extrinsic work values and Conservation dimension

Table 17. *Correlations between Extrinsic Work Values and Conservation*

| | | Extrinsic Work Values | Conservation |
|---------------------|---------------------|-----------------------|--------------|
| ExtrinsicWorkValues | Pearson Correlation | 1 | .651** |
| | Sig. (2-tailed) | | .000 |
| | N | 216 | 216 |
| Conservation | Pearson Correlation | .651** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 216 | 216 |

** . Correlation is significant at the 0.01 level (2-tailed).

Bivariate Pearson's correlation analysis was performed to test the relationship between extrinsic work values and high order dimension of conservation. The test results are exhibited in Table 17 Pearson analysis results show that there is a significant and positive relation between extrinsic work values and high order dimension of conservation ($r=0.651$, $p= 0.00$).They explain the 65 % of variance in each other. Hypothesis 2.2 is supported.

H2.3) Intrinsic work values and openness-to-change dimension

Table 18. *Correlations between Intrinsic Work Values and Openness to Change*

| | | Intrinsic Work Values | Openness to change |
|-----------------------|---------------------|-----------------------|--------------------|
| Intrinsic Work Values | Pearson Correlation | 1 | .803** |
| | Sig. (2-tailed) | | .000 |
| | N | 216 | 216 |
| Openness To change | Pearson Correlation | .803** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 216 | 216 |

** . Correlation is significant at the 0.01 level (2-tailed).

Bivariate Pearson's correlation analysis was performed to test the relationship between intrinsic work values and high order dimension of openness to change. The test results are exhibited in Table 18 Pearson analysis results show that there is a significant, strong and positive relation between intrinsic work values and openness-to-change ($r=0.803$, $p=0.00$). They explain the 80% of variance in each other. Hypothesis 2.3 is supported.

Hypothesis 3: The high-order dimensions of 'self-transcendence' and 'openness-to-change' will explain the majority of the variance in the dependent variable of quality of work life.

A linear regression analysis conducted to test Hypothesis 3. The output indicated that only high order dimension of "self-transcendence" explained the small amount of (8%) of variance in the dependent variable of quality of work life. Thus the research data did not support the hypothesis, therefore Hypothesis 3 is not supported.

Hypothesis 4: There is a significant relationship between employee networking behavior and the dimensions of social needs, esteem needs and actualization needs of the variable of quality of work life (QWL).

Table 19. *Correlations between social needs, self-esteem needs, Self-actualization needs and networking behavior.*

| | | Social Needs | Self-esteem Needs | Self-actualization Needs | Networking |
|--------------------------|---------------------|--------------|-------------------|--------------------------|------------|
| Social Needs | Pearson Correlation | 1 | .384** | .334** | .223** |
| | Sig. (2-tailed) | | .000 | .000 | .001 |
| | N | 216 | 216 | 216 | 214 |
| Self-esteem Needs | Pearson Correlation | .384** | 1 | .680** | .145* |
| | Sig. (2-tailed) | .000 | | .000 | .033 |
| | N | 216 | 216 | 216 | 214 |
| Self-actualization Needs | Pearson Correlation | .334** | .680** | 1 | .256** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 216 | 216 | 216 | 214 |
| Networking | Pearson Correlation | .223** | .145* | .256** | 1 |
| | Sig. (2-tailed) | .001 | .033 | .000 | |
| | N | 214 | 214 | 214 | 214 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

A Bivariate Pearson's correlation analysis was run to test the relationship between employee social networking behavior and the dimensions of social needs,

esteem needs and actualization needs of the variable of quality of work life. The test results are exhibited in Table 19 Pearson analysis results show that there is a significant and positive relation between social networking behavior and the dimensions of social needs, esteem needs and actualization needs of quality of work life, however a significant and relatively low level of relationship was found between the variables. Hypothesis 4 is supported.

Hypothesis 5: Networking moderates the relationship between individual values, work values and the quality of work life.

In order to test hypothesis whether networking moderates or mediates the relationship between individual values, work values and quality of work life, two different regression analyses were used. Initially the relevant variables such as individual values, work values and employee networking behavior were centered and regression tests run. Accordingly, both regression analyses indicated that networking did not moderate the said relationship between the research variables.

Secondly, two different mediating analyses were performed. In order to complete the mediating analysis, a regression analysis was performed to understand whether networking mediates the relationship between individual values, work values and quality of work life or not.

According to the rules of mediation analysis stated by Baron and Kenny, the first step is that the researcher must be shown that the initial variable is being correlated with the outcome variable. The second step involved the researcher must be shown that the initial variable is being correlated with the mediator. The third step involved an

establishment of the correlation between the mediator variable and the outcome variable. In this step of Baron& Kenny's procedures, there exists correlation between the mediator and the outcome variable because they both are caused due to the initial variable. Correspondingly, all the values are centered and three regression tests were performed. The first regression was run between independent variable of individual values and mediator networking behavior. As shown in the Table 20, the beta value of independent variable was found .242, t test value (3,625) with a high level of significance.

Table 20. *Regression Analysis Individual Values (centered)-Networking*

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations | | |
|----------------------------|-----------------------------|------------|---------------------------|-------|------|--------------|---------|------|
| | B | Std. Error | Beta | | | Zero-order | Partial | Part |
| (Constant) | .034 | .453 | | .076 | .940 | | | |
| Individual values centered | .196 | .054 | .242 | 3.625 | .000 | .242 | .242 | .242 |

a. Dependent Variable: Networking centered

Second regression analysis was run between independent variable of individual values and the dependent variable of Quality of work values. The independent variable had a beta value of .252, t test 3.800 at a high significance level as shown in the Table 21.

Table 21. *Regression Analysis Individual Values-QWL total*

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations | | |
|----------------------------|-----------------------------|------------|---------------------------|--------|------|--------------|---------|------|
| | B | Std. Error | Beta | | | Zero-order | Partial | Part |
| (Constant) | 77.951 | 1.038 | | 75.078 | .000 | | | |
| Individual Values centered | .474 | .125 | .252 | 3.800 | .000 | .252 | .252 | .252 |

a. Dependent Variable: QWLTOT

At the final stage a regression analysis was run by using two independent variables of individual values and networking behavior and the dependent variable of quality of work life. The result was satisfactory as shown in the table 22 as beta value of individual values dropped from the value of 0,252 to the value of 0,190 with a significance level of 0,005. This clearly indicated that there is a partial mediation, which also means that the independent variable of individual values has a stronger effect on the variable quality of work life through the mediator variable of networking.

Table 22. *Regression Analysis between individual values and networking behavior*

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations | | |
|-------------------|-----------------------------|------------|---------------------------|--------|------|--------------|---------|------|
| | B | Std. Error | Beta | | | Zero-order | Partial | Part |
| (Constant) | 77.947 | 1.014 | | 76.838 | .000 | | | |
| Individual Values | .357 | .125 | .190 | 2.855 | .005 | .252 | .193 | .184 |
| Networking | .597 | .153 | .259 | 3.894 | .000 | .304 | .259 | .251 |

a. Dependent Variable: QWLTOT

In order to complete the mediating analysis, a regression analysis performed to understand whether networking mediates the relationship between individual values, work values and quality of work life. Again Baron and Kenny's procedure followed and correspondingly, all the values are centered and three regression on tests were performed.

The first regression was run between independent variable of work values and mediator networking behavior. As shown in the table 23, the beta value of independent variable was found .312, t test value (4,775) with a high level of significance.

Table 23. *Regression analysis between independent variable of work values and mediator networking behavior.*

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations | | |
|-------------|-----------------------------|------------|---------------------------|-------|------|--------------|---------|------|
| | B | Std. Error | Beta | | | Zero-order | Partial | Part |
| (Constant) | .048 | .444 | | .109 | .913 | | | |
| Work Values | .443 | .093 | .312 | 4.775 | .000 | .312 | .312 | .312 |

a. Dependent Variable: Networking

Second regression analysis was run between independent variable of work values and the dependent variable of Quality of work values. The independent variable had a beta value of .328, t test 5.068 at a high significance level as shown in the table 24.

Table 24 *Regression Analysis Work Values- Qwl*

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations | | |
|-------------|-----------------------------|------------|---------------------------|-------|------|--------------|---------|------|
| | B | Std. Error | Beta | | | Zero-order | Partial | Part |
| (Constant) | .141 | 1.013 | | .139 | .890 | | | |
| Work Values | 1.075 | .212 | .328 | 5.068 | .000 | .328 | .328 | .328 |

a. Dependent Variable: QWL centered

At the final stage a regression analysis was run by using two independent variables of work values and networking behavior and the dependent variable of quality of work life. The result was satisfactory as shown in the Table 25 as beta value of individual values dropped from the value of 0,312 to the value of 0,258 with a significance level of 0,000. This clearly indicated that there is a partial mediation, which also means that the independent variable of work values has a stronger impact on the variable quality of work life through the mediator variable of networking.

Table 25. *Regression analysis - two independent variables of work values and networking behavior and the dependent variable of quality of work life*

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations | | |
|-----------------------|-----------------------------|------------|---------------------------|-------|------|--------------|---------|------|
| | B | Std. Error | Beta | | | Zero-order | Partial | Part |
| (Constant) | .134 | .999 | | .134 | .894 | | | |
| WorkValues (centered) | .846 | .219 | .258 | 3.861 | .000 | .328 | .257 | .245 |
| NetWorking (centered) | .516 | .154 | .224 | 3.347 | .001 | .304 | .225 | .213 |

a. Dependent Variable: QWLcentered

The next step in Baron & Kenny's procedures involves the establishment of the complete mediation across the variables. This establishment in the last step of Baron & Kenny's procedures can only be achieved if the effect of the initial variable over the outcome variable while controlling for mediator variable is zero which is not the case for this study according to the literature, "If, only the first three steps of Baron & Kenny's procedures are satisfied, then partial mediation is observed in the data" (Baron and Kenny, 2006).

Later a Sobel test run to analyze whether a mediator variable significantly carries the influence of an independent variable to a dependent variable; i.e., whether the indirect effect of the independent variable on the dependent variable through the mediator variable is significant. Details can be found in Baron and Kenny (1986), Sobel (1982), Goodman (1960), and MacKinnon, Warsi, and Dwyer (1995). By manually inserting the unknown values of a , b , sa , and sb into the cells, the critical ratio as a test of whether the indirect effect of the independent variable on the dependent variable via the mediator is significantly different from zero is calculated. It was shown on tables 26 and 27. The outcome indicated that networking mediated the relationship between the variables of individual values, work values and dependent variables of quality of work life.

Table 26 *Sobel Test Networking Mediation Effect 1*

(Sobel test = 2.6576p = 0.000)

| INPUT | | TEST STATISTICS | STD ERROR | P VALUE |
|-------|--------------|-----------------|------------|------------|
| 0.196 | SOBEL TEST | 2.6576011 | 0.44402918 | 0.0078699 |
| 0.597 | ARORIAN TEST | 2.61201202 | 0.04479765 | 0.00900111 |
| 0.054 | GOODMAN TEST | 2.70566373 | 0.04324706 | 0.0068168 |
| 0.153 | | | | |

Table 27 *Sobel Test Networking Mediation Effect 2*

(Sobel test = 2.7405P = 0.006)

| | INPUT | | TEST STATISTICS | STD ERROR | P VALUE |
|----|-------|--------------|-----------------|------------|------------|
| a | 0.443 | SOBEL TEST | 2.74056202 | 0.8340917 | 0.00613342 |
| b | 0.516 | ARORIAN TEST | 2.70103324 | 0.08462984 | 0.00691244 |
| sa | 0.093 | GOODMAN TEST | 2.78187867 | 0.08217037 | 0.00540452 |
| sb | 0.154 | | | | |

The result of the statistics carried above showed that employee networking behavior did not moderate the relation between values and quality of work life. However employee networking behavior partially mediated the relation between variables. Therefore, Hypothesis 5 is rejected.

Hypothesis 6:

The higher the level of quality of work life, the higher will be the level of involvement in social networking.

A Pearson's correlation analysis was performed to test the relationship between quality of work life and employee networking behavior. As predicted in Hypothesis6, there was a strong and positive relationship found between quality of work life and employee networking behavior ($r=0.379$, $p= 0.00$). The test results are exhibited in Table 28 They explain the 38% of variance in each other. Hypothesis 6 is supported.

Table 28 *Correlation analysis between quality of work life and employee networking behavior*

| | | Quality of Work Life Total | Employee Networking Behavior |
|------------------------------------|---------------------|-------------------------------|---------------------------------|
| Quality of Work Life Total | Pearson Correlation | 1 | .379** |
| | Sig. (2-tailed) | | .000 |
| | N | 215 | 213 |
| Employee Networking Behavior | Pearson Correlation | .379** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 213 | 214 |

** . Correlation is significant at the 0.01 level (2-tailed).

The relationship between demographic variables such as age, gender, marital status, work experience and educational background and the concepts of the study were analyzed by applying t and F (ANOVA) tests. For the gender variable which was composed of two groups (males and females), a t test is run to find the statistical significance of the difference between two sample means of the dependent variables. For the rest of variables that are composed of more than two groups, the ANOVA tests are applied and the majority of the relations were found to be insignificant.

First of all the t tests showed that there is a significant correlation between the value hierarchies of the male and female employees as the independent t tests were run for gender comparisons. Gender differences were observed for three value types. Male employees were found to have higher scores than female employees in the following

value types: Achievement and Power domains, whereas female employees had higher scores than male employees in universalism domain.

One demographic variable of which relationship with quality of work life is found significant was gender. A set of t tests were applied in order to understand the respondent's perception on quality of work life by genders. It was found that there is a highly meaningful difference between the mean values of male and female employees. As it can be understood from the SPSS results, 110 male employees who took part in this study had a mean value of 82.7207, while this value is found as 72.6058 for female employees. The alpha value result showed how meaningful this mean difference was and since the sigma value is below 0.05 (0.000), the difference between genders was found as statistically highly meaningful.

Independent t tests were run for the purpose of testing whether there is any difference between male and female employees in terms of employee social networking behavior. Based on the statistical results between the mean values of the male employees (58.9818) and female employees (59.5673), a statistically meaningful difference was not found. In accordance with that situation, the p value was found marginally significant (0.094). It is proved with the statistics that the employee social networking behavior did not show meaningful difference between male and female employees.

Table 29 *T test results between Quality of Work Life and Gender*

| | Gender | N | Mean | Std. Dev. | t value | p value |
|----------------------------|---------------|----------|-------------|------------------|----------------|----------------|
| Quality of Work Life | Male | 111 | 82.7207 | 13.59691 | 4.150 | .043 |
| | Female | 104 | 72.6058 | 16.14041 | | |
| | Gender | N | Mean | Std. Dev. | t value | p value |
| Social Networking Behavior | Male | 110 | 58.9818 | 6.35925 | 2.829 | .094 |
| | Female | 104 | 59.5673 | 7.28579 | | |

The results of the analysis of variance (ANOVA) test indicated that employee social networking behavior vary in a very interesting manner. This is to say that the new starters use social networking more actively than experienced employees and that when the work experience increases employees become less associated for employee social networking behavior. This is a common spirit of the collectivist cultures such as Turkey where people become less inquisitive as they grow old and gain more experience. This might be also related to high power distance in Turkish culture where more superior workers would prefer to stay distanced with the less experienced workers. As it has been also studied by some scholars whom applied Hofstede's cultural dimension to Turkish culture, concluded that power distance ranked at the very top of the list based on the outcomes.

More surprisingly the ANOVA results indicated that employees with PHD degrees are less keen on networking, when the variance between social networking behavior and educational background was tested. Interestingly employees with master degrees are highly willing to benefit from social networking. The result might be related to the age of master degree owner employees, who are either newly promoted or very close to getting a promotion. Accordingly, at their new position, they benefit from networking to get to know their new responsibilities and work environment. It could

also be the case that since the PHD holders are older than the other employees, they might prefer the traditional usage of social networking which is making personal friends rather than its professional usage.

The results of the analysis of variance (ANOVA) test indicated that employees perceive work values differently depending on their work experience. Based on the statistical results while employees with satisfactory work experience have higher perception on work values, employees with more satisfactory work experience lose their comprehension for work values. The same pattern was an interesting outcome of the study; employees lose their interest for their organizations after ten years of working. These results and patterns might also be a natural effect of sampling distribution since then number of employees took part in this study with work experience limited to 5 to 10 years were more than the number of employees with work experience more than 10 years.

A set of t tests were applied in order to understand the respondent's perception on quality of work life by genders. It was found that there is a highly meaningful difference between the mean values of male and female employees. As it can be understood from the SPSS results 110 male employees who took part in this study had the mean value 82.7207, while this value is found as 72.6058. The alpha value result showed how meaningful this mean difference and since the sigma value is below 0.05 (0.000), the difference between genders was found as statistically highly meaningful. As a summary male employees give more importance to the quality of work life in their work environment compared to female employees.

7. THE REVISED MODEL

Depending on the results of the statistical analysis, the previously proposed research model is accepted as it was originally formed, with only modification social networking behavior being as the mediator instead of the moderator. It is revised in Figure 11.

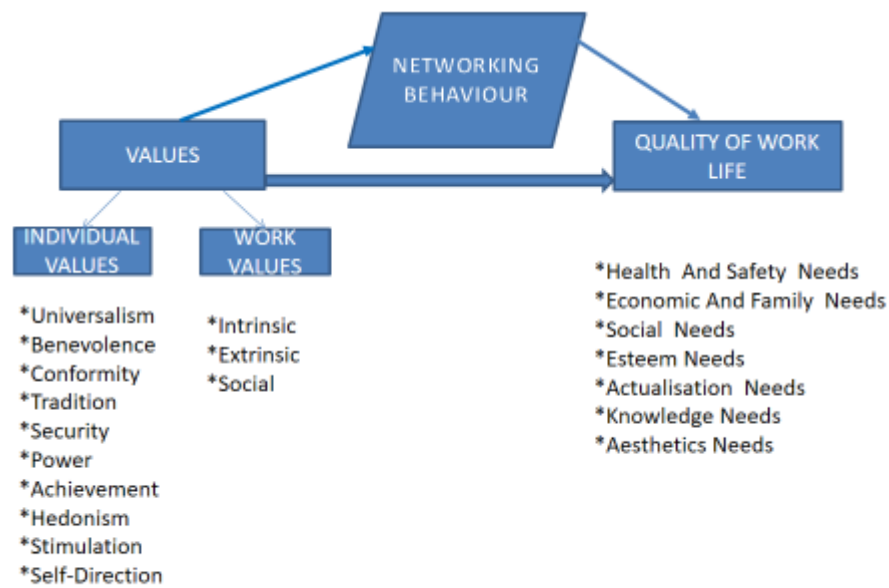


Figure 11. The Revised Model

Table 30. *Summary of Hypothesis Testing*

| | | outcome |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| H1a | There is a strong relationship between individual values, work values and quality of work life. | Accepted |
| H1b | Major work value types influences employees' employee networking behavior. | Partially Accepted |
| H2 | There is positive relationship between three major work value types and Schwartz's four-high order value dimensions | Accepted |
| H2.1 | social work values and Self Transcendence dimension | Accepted |
| H2.2 | Extrinsic work values and Conservation dimension | Accepted |
| H2.3 | Intrinsic work values and openness-to-change dimension | Accepted |
| H3 | The high-order dimensions of 'self-transcendence' and 'openness-to-change' will explain the majority of the variance in the dependent variable of quality of work life. | Rejected |
| H4 | There is a significant relationship between employee networking behavior and the dimensions of social needs, esteem needs and actualization needs of the variable of quality of work life (QWL). | Accepted |
| H5 | Networking moderates the relationship between individual values, work values and the quality of work life. | Rejected |
| H6 | The higher the level of quality of work life, the higher will be the level of involvement in employee social networking behavior. | Accepted |

8. DISCUSSION

Within the scope of this study, it is clearly understood that there is a strong and positive association that exists between individual values, work values and quality of work life.

The following summarizes the outcomes of the six research hypotheses:

Hypothesis 1a:

There is a strong relationship between individual values, work values and quality of work life.

Hypothesis 1b:

Major work value types influences employees' employee networking behavior.

Hypothesis 2: There is positive relationship between three major work value types and Schwartz's four-high order value dimensions:

H2.1) social work values and self-transcendence dimension

H2.2) Extrinsic work values and conservation dimension

H2.3) Intrinsic work values and openness-to-change dimension

Hypothesis 3: The high-order dimensions of 'self-transcendence' and 'openness-to-change' will explain the majority of the variance in the dependent variable of quality of work life.

Hypothesis 4: There is a significant relationship between employee networking behavior and the dimensions of social needs, esteem needs and actualization needs of the variable of quality of work life (QWL).

Hypothesis 5: Networking moderates the relationship between individual values, work values and the quality of work life.

Hypothesis 6:

The higher the level of quality of work life, the higher will be the level of involvement in social networking.

After testing the hypothesis, based on the factor analysis results, it is possible to state that the dimensions of individual values, work values and quality of work life concepts perceived by Turkish high manufacturing business employees did not show much deviance from the dimensions defined in the literature.

As explained in detail in the Literature Review, Schwartz groups 10 individual values under four high dimensions: openness to change, self-transcendence, self-enhancement and conservation. The results of the factor analysis of values were found as parallel with the literature. Analysis demonstrated two factors. First factor included stimulation, benevolence and universalism. These two values benevolence and universalism form one dimension “self-transcendence” which is in line with the literature and together defined as enhancing the “welfare of those with whom one is in frequent personal contact” and “understanding, appreciation, tolerance, and protection for the welfare of all people and for nature.” (Schwartz, 2012, p.17) In the factor

analysis stimulation value also found as the Factor 1, which is defined by Schwartz as excitement, novelty and challenge in life.

Second factor included such values as power, achievement and hedonism. Again the results of the factor analysis of individual values were in parallel with the existing literature. As Schwartz and Sagiv (2000) categorized ten individual values to 4 higher order dimensions, in the second factor of individual values factor analysis, we observe the high order dimension of self-enhancement which is composed of individual values of power, achievement and hedonism. Cronbach's alpha values of these two factors were highly significant and proved the internal consistency and interrelations of the items.

The outcomes of the factor analyses also indicated the importance of two opposing high-order value dimensions namely, self-enhancement and self-transcendence which showed the similar pattern with the study conducted in Turkey (Yahyagil, 2015). The appearance of the high factor loadings of values such as stimulation together with benevolence and universalism is very meaningful. In general the value of achievement has the highest value which is also in line with the outcomes of similar studies conveyed in Turkey (Yahyagil, 2015; Özdemir and Koruklu, 2011). In this study, stimulation has the highest value. However, the average value of self-direction is still higher than stimulation and this finding could be related to the fact that more than 90% of the participants have a graduate degree and 88% of them have a satisfactory work experience.

Furthermore, the mean values for individual values allow us to have the insight about how the values perceived in Turkish heavy manufacturing companies. The main values of self-direction, universalism, benevolence and security have the

highest value out of ten values listed by Schwartz. This might be an indication of the characteristics of employees working for the heavy manufacturing companies in Turkey dealing with rapid technological changes and also very dynamic political and economic environment. Employees in these organizations not only value their security but they also value the societal harmony and welfare of the group members. It is also observed that self-direction had the highest mean value. These findings also match with the findings of Dirilen and Buyuksahin (2012)' who had a study in Turkey on 128 students whose ages vary between 17 and 28 and according to the results self-direction, universalism, benevolence and security found to be the most important values.

These results which were mostly in line with the findings of previous studies cited in this paper also indicated that Turkish heavy manufacturing sector employees with a high-level educational background and satisfactory work experience have given priorities for personal success, personal independence along with compassion, universalism and the desire for having status and power. The outcomes of the other recent studies (Firat and Acikgoz, 2012; Yahyagil and Otken, 2011) conducted for values indicated that the average Turkish people value power, achievement and hedonism, and they are not keen for risk taking.

In this study there is also a significant correlation between the value hierarchies of the male and female employees which is also in line with the previous research (Schwartz & Rubel, 2005). Independent t tests were run for gender comparisons. Gender differences were observed for three value types. Male employees were found to have higher scores than female employees for the following value types: Achievement and Power domains, whereas female employees had higher

scores than male employees in universalism domain. These results are in line with the findings in the literature. In the study concluded by Schwartz and Rubel (2005) in 70 countries with 127 participants, they found male participants were dominant in the values such as Power, Stimulation, Achievement, Hedonism, and Self Direction while female participants were found to be more dominant in values such as Universalism and Benevolence.

Most of the work values researchers agree upon to identify three work values: (1) intrinsic or self-actualization values, (2) extrinsic or security or material values, (3) social or relational values (e.g. Alderfer, 1972; Borg, 1990; Crites, 1961; Mottaz, 1985; Pryor, 1987; Rosenberg, 1957). These three types of work values can be viewed as conceptually parallel to three of the higher-order basic human values: intrinsic work values directly express openness to change values; extrinsic work values express conservation values and social or interpersonal work values express the pursuit of self-transcendence values (Ros, Schwartz, Surkis, 1999). In this study, based on the results of the correlation analysis, this is also proved and the social work values appeared to be the most valued work values and intrinsic values also appeared to be important for the employees of Turkish heavy manufacturing companies.

The results of the factor analysis of quality of work life demonstrated two factors, whereas it was measured by 7 dimensions in the original QWL scale: health and safety needs', economic and family needs, social needs, esteem needs, actualization needs, knowledge needs and aesthetic needs. In actuality, factor analysis result is parallel with the literature since main QWL model proposed by Sirgy is based upon two dominant theoretical perspectives as need satisfaction theory and spill over theory. In the first factor the basic human needs took place such as health and safety

needs, economic and family needs and social needs. These needs are related mostly with the satisfaction of individual's basic needs as defined in the need satisfaction theory. Other four needs of second factor groups are esteem needs, actualization needs, knowledge needs and aesthetic needs. As the theory suggests; being satisfied at basic need level, this satisfaction creates an opportunity to individuals to move to a new stage above their basic needs. Therefore, it can be said that the results match with the perspectives in the literature.

When the mean values of the quality of work life dimensions are examined, it is possible to observe that the employees of the Turkish heavy manufacturing industry companies perceive the needs such as health and safety, self- esteem and social the most. As a result it shows that while employees care about their good health inside and outside the work environment the most, after they satisfy their health related needs, collegiality and leisure time at work becomes very important for them. They also value very much the appreciation of them within and outside their organization which appears to be very much related to Turkish culture.

A set of t tests were applied to understand the respondent's perception on quality of work life by genders. It was found that there is a highly meaningful difference between the mean values of male and female employees. As it can be understood from the SPSS results 110 male employees who took part in this study had the mean value 82.7207, while this value is found as 72.6058. The alpha value result showed how meaningful this mean difference and since the sigma value is below 0.05 (0.000), the difference between genders was found as statistically highly meaningful. As a summary male employees give more importance to the quality of work life in their work environment compared to female employees.

In order to determine whether there is a statistically meaningful difference between the educational backgrounds in terms of the way they perceive quality of work life in their work environment, ANOVA test was run. Analysis of variance indicated that employee's perception for the quality of work life in their work environment showed difference significantly as a function of the employees' education level. Employees with PHDs had the highest awareness for the quality of work life in their companies. The statistical results interestingly show that employees with the high school diplomas have higher perception for the quality of work life compared to the employees with college and master degrees. Analysis of variance test also indicated that employees' perception for the quality of work life varied significantly as a function of work experience. While employees with shorter work experience have a lower perception on the quality of their work life, their perception increased in parallel when their work experience reached to more satisfactory level. However, when the level of experience reached to its peak (10 years and above) statistical results showed a decrease on the level of employee awareness for the quality of their work lives.

To test if there is any difference between male and female employees in terms of employee social networking behavior, t tests were run. Based on the statistical results between the mean values of the male employees (58.9818) and female employees (59.5673) a statistically meaningful difference was not found. In accordance, the p value was found marginally significant (0.094). It is proved with the statistics that the social networking behavior did not differ meaningfully between male and female employees.

The results of the analysis of variance (ANOVA) test indicated that employee social networking behavior vary in a very interesting manner. This is to say that the new starters use social networking more actively than experienced employees and that when the work experience increases employees become less associated for social networking. This is a common spirit of the collectivist cultures such as Turkey where people become less inquisitive as they grow old and gain more experience. This might be also related to high power distance in Turkish culture where more superior workers would prefer to stay distanced with the less experienced workers. As it has been also studied in other studies where Hofstede's cultural dimension applied to Turkish culture and some results were indicated that power distance ranked at the very top of the list based on the outcomes.

More surprisingly the ANOVA results, when tested variance between employee social networking behavior and educational background, indicated that employees with PHD degrees are less keen on networking. Interestingly employees with master degrees are highly willing to benefit from social networking. The result might be related to the age of master degree owner employees, who are either newly promoted or very close to getting a promotion. Accordingly at their new position they use networking to get to know their new responsibilities and work environment. It could also be the case that since the PHD holders are older than the other employees, they might prefer the traditional usage of social networking which is making personal friends rather than its professional usage.

The results of the analysis of variance (ANOVA) test indicated that employees perceive work values differently depending on their work experience. Based on the statistical results while employees with satisfactory work experience have higher

perception on work values, employees with more satisfactory work experience lose their comprehension for work values. The same pattern was an interesting outcome of the study; employees lose their interest for their organizations after ten years of working. These results and patterns might also be a natural effect of sampling distribution since the number of employees took part in this study with work experience limited to 5 to 10 years were more than the number of employees with work experience more than 10 years.

One of the main research questions of this study was to explore whether networking moderates the relationship between individual values, work values and the quality of work life. Statistical analysis indicated that employee networking behavior did not moderate but partially mediates the relationship between individual values, work values and the quality of work life. Employee networking behavior was found to have a partial mediator role in the relationship between individual values, work values and quality of work life. According to the hierarchical regression results, there was a significant decrease in the effect of individual and work values on quality of work life when employee social networking behavior was added to the analysis. Later sobel test was run to support the outcome of the regression tests. Sobel tests also supported the mediate on relation with statistically high p value. (Sobel test = 2.6576p = 0.000)

It is an evidence which is obtained from Table 7.41 to understand that networking behavior (employee social networking behavior) has a high level of association with self-actualization nearly 26% that implies networking influences self-actualization more than one quarter. Similarly the link between networking and social needs again almost equal more than 22%. In contrast, the association between self-esteem and networking is found at a negligible level (0.15).

It is also the outcome of the correlation analysis which is also shown in Table 7.40 that quality of work life has a very high level of association with work values nearly one third (% 32.8). Very similarly the link between quality of work life and basic individual values again are highly associated and equal to higher than one quarter (%25.2).

It is also one of the very important outcomes of this study that there is positive relationship between three major work value types and Schwartz's four-high order value dimensions. While the level of association between social work values and self-transcendence is very high and nearly equal to % 26.2, the link between extrinsic work values and conservation is very high and even more than half (% 57.8). As an addition there is also very high relation between the intrinsic work values and openness to change which is almost close to 1 (%80,3).

In conclusion, the outstanding results of the present study are three fold. The first one is about universal values. In terms of the distribution of mean values, stimulation becomes the most important individual value following benevolence and universalism. Since stimulation implies independent thought and creativity this is an important issue. However, the high rating of self-transcendence and self enhancement (power, achievement, hedonism) are in line with the outcomes of previous studies conducted in Turkey. This simply is the reflection of reality which is about "Turkish citizens with a high-level educational background have given priorities for personal success, gaining independency along with the desire for having status and power in community by supporting traditional values"(Yahyagil, 2015, p.228).

The second finding is related with extrinsic and social work values, which obviously play an important role in both professional and social lives of employees. While the intrinsic work values strongly and positively linked to Schwartz's high-order dimension of openness to change, extrinsic work values are closely tied to high order dimension of conservation. This may be interpreted as an indicator of misfit concerning employees' behaviors and attitudes. This simply means a discrepancy between self-satisfaction, desire for change and having stuck to traditional values.

The third issue is the fact that employees' perception of a high level satisfaction concerning their work life and the primary factor which has the strongest influence is 'health and (job) safety' together with 'self-esteem' and 'social' dimensions of the concept of quality of work life.

9. MANAGERIAL IMPLICATIONS

The results of the present study are likely to be useful and interesting for the managers of organizations. Firstly, employee social networking is one of the most important concepts for today's organizations, which not only contributes to the efficiency, and effectiveness of the organization, but also satisfaction and achievement of the employees of the organization. The dynamic work environment, which is challenged by rapid technological developments and globalization, also brings attention to social networking. Social networking became a phenomenon, which later evolved into a necessity in organizations to cope with the essentials of the new era.

The managers of organizations should support and encourage the members of organizations to follow up the developments in economic sectors and to learn the needs and expectations of their customers. Employees should catch-up the daily trends and they should use social networking for the activities such as market intelligence, market research, business development etc. for the benefit of the company. As explained in the data analysis section of the study, there is a clear relationship exist between networking behavior and self-actualization as well as self-esteem. Therefore, through the supported employee networking behavior, employee satisfaction and fertility will increase and this will be beneficial for the organization.

There are many motivators for the employees for higher employee loyalty to the organization. Salary, definite work hours, fringe benefits all of which can be some

examples of these motivators. One of the best motivators for an employee is the quality of his/her work life. As the research findings showed that, employees with better work standards will be happier and more motivated for their work under higher standards and this will be beneficial for the organizations in the end. Happy and motivated employees will complain less and compare their conditions and working standards with their peer groups and associates. Therefore, it would be necessary to recommend senior managers to create an organizational climate where employees can have better conditions in terms of reasonable wage, security, job safety, leisure life and participation in decision-making.

The outcomes of the study results show that the most important individual values perceived are stimulation, benevolence and universalism by the Turkish employees who are working for high manufacturing companies. First of all these three values are directly related with high order dimensions of self-transcendence and openness to change. First the findings indicate that members of organizations seek for new ideas, involving in challenging work opportunities; second, developing their personal careers having a desire for better individual and work environment; third taking care of their colleagues and family members. Managers should pay attention to these issues while they are implementing business decisions and strategies.

Another finding was related with extrinsic and social work values which obviously play an important role in both professional and social lives of employees. Career development has shown that work values play a key motivational role in job selection and career development (Sortheix, 2015). While the intrinsic work values

strongly and positively linked to Schwartz's high-order dimension of openness to change, extrinsic work values are closely tied to high order dimension of conservation. This result may be interpreted as an indicator of some sort of misfit concerning employees' behaviors and attitudes. This simply means a discrepancy between self-satisfaction, desire for change and having stuck to traditional values. Managers should try to motivate their employees to give them autonomy and empowerment to do their best and they should support employees to develop career paths for themselves.

In terms of the dimensions of the quality of work life what can be said is 'health and (job) safety' together with 'self-esteem' and 'social' dimensions are the most important issues for the members of the organizations. For better functioning of organizations, managers who have to use their skills such as communication, leadership and collaboration, should direct or assign their employees to involve in projects where they get a chance for networking and also showing themselves and their talents on the job.

Change became so popular that it is inevitable to escape from change. Network organizations became already so popular and the organizational definition of change is already beyond networking now. The process of social change has become inevitable not only in individual level but also in organizational level a result of globalization. Many scholars such as Frederic Laloux (Laloux, 2014) are already willing to reinvent the organizations. He thinks the way we try to deal with organizations' should change by suggesting to change the traditional methods with

radically better ways. Managers should cope with the new necessary conditions to create a new model in their organizations.

More relatedly in this change oriented era the concept of motivation is still a very important and consequently keeping employees motivated has become even more important for today's organizations. In this context, three new factors are defined in the literature by many authors including Daniel Pink (Pink, 2010), such as; autonomy, mastery and purpose which is expected to lead to better performance. Many employers are now aware of the idea that the employees should be paid enough to not to concentrate on earning more but they should feel comfortable enough to forget about their salaries and to concentrate on their work. Managers should involve in the decision process of employee salaries to support the top management with a relevant feedback for the pay levels to create economic comfort in employees' lives.

10. SUGGESTIONS FOR FUTURE RESEARCHES

The results of this study bring out some suggestions for future research as follows:

This study is the very first one in Turkey that empirically explores the role of employee social networking behavior as a mediator between individual values, work values and quality of work life. There is empirical evidence that social networking have partial mediation effect on the relationship between individual values, work values and quality of work values. The future research may look into those relationships from different perspectives. On this front, moderating effect of social networking behavior might generate considerable insights for better understanding the issue.

It should be noted that Schwartz and his colleagues (2012) recently added new values as part of his studies. These new values could be further researched and compared where necessary, to reveal if results have changed over the course of time.

In this study, it was the very first use of networking questionnaire (TRA) in Turkey for the first time, whose sole objective was to measure the relationship between individual values, work values and quality of work life. Different TRA questionnaires could be prepared and applied to capture any changes on the relations between networking with values and quality of work life. Wider research on social networking could also pave the way for a deeper comprehension.

This study was conducted for heavy manufacturing sector employees. Certain other person-environment interactions might be explored, including service related business or virtual teams. Future research might elaborate on whether the findings of this study were specific to the target population examined, as well as to the specific cultural and national setting.

This study predicated on individual level of analysis, so future research may concentrate on multilevel investigation. Another interesting avenue for future research may be around the relationship between group values. Also, an inquiry into what combination of individual factors would be best for groups to improve networking behavior might be of great interest to future efforts.

This research is concluded on the management and top management level where the income level is slightly higher and these people are less concerned with the satisfaction of their basic needs such as health and safety. Future research can concentrate on the factory people such as foreman / factory people who has less income and still has comparably higher concern for the satisfaction of the health and safety needs. The results can be meaningfully different than the results of this study.

11. LIMITATIONS

This study has several limitations. First, it is dependent on a snapshot- in- time survey design. However, individual values can be considered as stable (Meglino & Revlin, 1998) dimensions that are not easily influenced by situational changes, so it is hard to assume that measuring them in more than one time frame would yield different findings.

Second, the sample group of our research incorporated the employees in heavy manufacturing sector from three big cities (Istanbul, Adana, and Izmir) only, so one should be cautious about generalizing the results to other sectors.

Third, the study was performed in one culture, in Turkey and its findings may be bound to only this particular culture. It is also to be noted that the data were collected short time after the 15 July attempted coup, which might have considerably affected the thoughts of the respondents on security issues or the way they rank bit more negatively the well-being of themselves and their families.

Fourth, a larger volume of participants could have allowed us to get more data, which might enable to see whether if there were any major changes as the number of attendees varied.

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Appendix A: Sample List of Symbols / Abbreviations

PVQ-- Portrait Value Questionnaire

QWL—Quality of Work Values

BIAFJS-- The Brief Index of Affective Job Satisfaction

WRQoL--Work-Related Quality of Life scale

JCS--The Job & Career Satisfaction scale of the Work-Related Quality of Life scale

GWB--The General well-being scale of the Work-Related Quality of Life scale

SAW--The WRQoL Stress at Work sub-scale

CAW-- The Control at Work

HWI--Home-Work Interface scale

WRQoL--The Working Conditions scale

TRA--Theory of Reasoned Action

TPB--Theory of Planned Behavior

DTPB--Decomposed Theory of Planned Behavior

TIB--Theory of Interpersonal Behavior

TAM--Technology Acceptance Model

TCV--Theory of Consumption Values

ECT--Expectation Confirmation Theory

SET--Social Exchange Theory

SCT--Social Capital Theory

FT--Flow Theory

EVT--Expectancy Value Theory

SNT--Social Network Theory

SPT--Self Presentation Theory

B--Belief

E-- The evaluation of the outcomes

NB--Normative belief

MC--Motivation to comply

Appendix B: Demographic Questions of the Questionnaire

Lütfen önce aşağıdaki genel soruları yanıtlayınız

Genel Bilgiler

| | | | | | | | | | |
|---------------------|----------------------|----------------------|----------|----------------------|---------|----------------------|---------------|----------------------|-----------------|
| 1 Cinsiyetiniz | Kadın | <input type="text"/> | Erkek | <input type="text"/> | | | | | |
| 2 Yaşınız | <input type="text"/> | | | | | | | | |
| 3 Medeni durumunuz | Bekar | <input type="text"/> | Evli | <input type="text"/> | Diğer | <input type="text"/> | | | |
| 4 Öğrenim durumunuz | Lise | <input type="text"/> | Önlisans | <input type="text"/> | Lisans | <input type="text"/> | Yüksek Lisans | <input type="text"/> | Doktora |
| 5 İş deneyiminiz | 0-1 yıl | <input type="text"/> | 1-3 yıl | <input type="text"/> | 3-5 yıl | <input type="text"/> | 5-10 yıl | <input type="text"/> | 10 yıl ve üzeri |

Appendix C: Portrait Values Questionnaire (Adopted to Turkish)

PVQ (Portrait values Questionnaire) 21-ITEM TR corresponding VALUES

| <i>Aşağıda, hayali bir kişinin yaşamında öne çıkan, kendisine yön veren en önemli değer ve ilkeler verilmiştir. Bunların sizin kendi yaşamınızdakideğer ve ilkelere ne ölçüde benzediğini lütfen belirtiniz.</i> | Bana hiç benzemiyor | Bana benzemiyor | Bana çok az benziyor | Biraz bana benziyor | Bana benziyor | Bana çok benziyor |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------|-----------------------------|----------------------------|----------------------|--------------------------|
| 1. Yeni fikirler bulmak ve yaratıcı olmak onun için önemlidir. İşleri, kendine özgü şekilde yapmaktan hoşlanır. | | | | | | |
| 2. Onun için zengin olmak önemlidir. Çok parası ve pahalı eşyaları olsun ister. | | | | | | |
| 3. Dünyada herkesin eşit muamelegörmesinin önemli olduğunu düşünür.Hayatta herkesin eşit fırsatlara sahipolması gerektiğine inanır. | | | | | | |
| 4. Onun için yeteneklerini göstermek çok önemlidir. İnsanların onun yaptıklarınahayran olmasını ister. | | | | | | |
| 5. Onun için güvenli bir çevrede yaşamakönemlidir. Güvenliğini tehlikeyesokabilecek her şeyden kaçınır. | | | | | | |
| 6. Hayatta pek çok farklı şeyler yapmanın önemli olduğunu düşünür. Her zaman deneyecek, yapacak yenişeyler arar. | | | | | | |

| | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|
| 7. İnsanların kendilerine söylenenleriyapmaları gerektiğine inanır. İnsanların her zaman, hatta başkaları görmese dahi, kurallara uymaları gerektiğine inanır. | | | | | | |
| 8. Kendisinden farklı olan insanlarıdinlemek onun için önemlidir. Onlarla aynı fikirde olmasa bile, onları anlamak ister. | | | | | | |
| 9. Kanaatkâr ve mütevazi olmanın önemli olduğunu düşünür. İnsanların dikkatini sahip olduklarıyla üzerine çekmemeye çalışır. | | | | | | |
| 10. Eğlenmek için her fırsatı kollar. Zevk veren şeyleri yapmak, kendisini şımartmak onun için önemlidir. | | | | | | |
| 11. Yaptığı işler hakkında kendi basına karar vermek onun için önemlidir. Yapacaklarını planlarken özgür olmaktan hoşlanır. | | | | | | |
| 12. Çevresindeki insanlara yardım etmek onun için çok önemlidir. Onların iyiliği için uğraşmak ister. | | | | | | |
| 13. Çok başarılı olmak onun için önemlidir. İnsanlar üzerinde iyi bir izlenim bırakmaktan hoşlanır. | | | | | | |
| 14. Ülkesinin güvende olması onun için çok önemlidir. Devletin içten ve dıştan gelebilecek tehditlere karşı uyanık olması gerektiğini düşünür. | | | | | | |
| 15. Risk almaktan hoşlanır. Her zaman macera, heyecan peşinde koşar. | | | | | | |

| | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|
| 16. Her zaman uygun şekilde davranmak onun için önemlidir. İnsanların yanlış diyeceği şeyleri yapmaktan kaçınmak ister. | | | | | | |
| 17. İşin basında olmak ve başkalarına ne yapacaklarını söylemek onun için önemlidir. İnsanların onun söylediklerini yapmalarını ister. | | | | | | |
| 18. Arkadaşlarına sadık olmak onun için önemlidir. Kendisini, ona yakın olan insanlara adamak ister. | | | | | | |
| 19. İnsanların doğayı korumaları gerektiğine gönülden inanır. Çevresini korumayı, güzelleştirmeyi ister. | | | | | | |
| 20. Gelenekler ve değerler onun için önemlidir. Bunları korumak için dinden ve/veya ailesinden öğrendiği şekilde çaba harcar. | | | | | | |
| 21. Hoş vakit geçirmek için her fırsatı kollar. Kendisine zevk veren şeyleri yapmak onun için çok önemlidir. | | | | | | |

Appendix D: Quality of Work Life Questionnaire

(Adopted to Turkish)

| | Kesinlikle doğru değil "1" | Doğru değil "2" | Kısmen doğru değil "3" | Kararsızım "4" | Kısmen doğru "5" | Doğru "6" | Kesinlikle doğru "7" |
|--------------------------------------------------------------------------------|----------------------------|-----------------|------------------------|----------------|------------------|-----------|----------------------|
| 1. Kendimi işyerimde fiziksel olarak güvende hissedirim. | | | | | | | |
| 2. İşim bana sağlık güvencesi sağlar. | | | | | | | |
| 3. Sağlıklı ve zinde kalmak için elimden geleni yaparım. | | | | | | | |
| 4.Yaptığım işin karşılığında aldığım ücretten memnunum. | | | | | | | |
| 5. Bu işyerindeki işimin yaşam boyunca garanti altında olduğunu düşünüyorum. | | | | | | | |
| 6. İşim ailem için iyi olanaklar sunar. | | | | | | | |
| 7. İşyerimde iyi arkadaşlarım var. | | | | | | | |
| 8. İşim dışında yaşamdaki diğer şeylere ayıracak yeterli zamanı bulabiliyorum. | | | | | | | |
| 9. Bu iş yerindeki işimde takdir edildiğimi düşünüyorum. | | | | | | | |
| 10.Bu işyerindeki insanlar ve/veya meslektaşlarım beni alanında | | | | | | | |

| | | | | | | | |
|------------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|
| profesyonel ve uzman biri olarak algılayıp saygı gösterirler. | | | | | | | |
| 11. İşimin bütün potansiyelimi gerçekleştirmeme olanak sağladığını düşünürüm. | | | | | | | |
| 12. Kendi iş kolumda bir uzman olarak potansiyelimi gerçekleştirmekte olduğumu düşünüyorum. | | | | | | | |
| 13. Sürekli olarak işimi daha iyi yapmama yardımcı olacak yeni şeyler öğrendiğimi düşünüyorum. | | | | | | | |
| 14. İşim mesleki becerilerimi güçlendirmeme olanak sağlar. | | | | | | | |
| 15. İşimin yaratıcılık içeren birçok yönü var. | | | | | | | |
| 16. İşim, iş dışında da yaratıcılığımı geliştirmeme yardımcı olur. | | | | | | | |

Appendix E: TRA Questionnaire (Turkish)

Bu bölümde kurulan cümleye ne derecede katılıp katılmadığınızı göstermek için kutucuklardan size uygun olanına x işareti koyunuz.

1.İletişim ağlarını (ofis sosyal alanları, sosyal medya) günde en az bir kere kullanırım.

Katılıyorum

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Katılmıyorum

2.İşimi iyi yapabilmek için meslektaşlarım ile iletişim kurarım.

Katılıyorum

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Katılmıyorum

3.İşimi iyi yapabilmek için çok sık internet kullanırım.

Katılıyorum

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Katılmıyorum

4.İşimi iyi yapabilmek için başkaları ile iletişim kurmak yararlıdır.

Katılıyorum

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Katılmıyorum

5.Fikirlerimi /düşüncelerimi meslektaşlarım ile tartışırım.

Katılıyorum

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Katılmıyorum

6.Meslektaşlarımla sık sık şirketim hakkında konuşur veya dedikodu yaparım.

Katılıyorum

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Katılmıyorum

7.Diğer çalışma gruplarından insanlarla sık sık konuşurum.

Katılıyorum

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Katılmıyorum

8.Internet kullanımım bana işimi yapmamda yardımcı olur.

Katılıyorum

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Katılmıyorum

9.Meslektaşlarımla iletişim kurmam işimi yapmamda yardımcı olur.

Katılıyorum

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Katılmıyorum

10.Günümüzde iletişim kurmak iş yapmak için çok önemlidir.

Katılıyorum

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Katılmıyorum

Appendix F: Portrait Values Questionnaire (Adopted to Turkish)

PVQ (Portrait values Questionnaire) 21-ITEM TR corresponding VALUES

| <i>Aşağıda, hayali bir kişinin yaşamında öne çıkan, kendisine yön veren en önemli değer ve ilkeler verilmiştir. Bunların sizin kendi yaşamınızdaki değer ve ilkelere ne ölçüde benzediğini lütfen belirtiniz.</i> | Not like me at all | Not Like me | Not much like me | Somewhat like me | Like me | Very much like me |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------|------------------|------------------|---------|-------------------|
| 1. It is important to him to make his own decisions about what he does. He likes to be free to plan and to choose his activities for himself. | | | | | | |
| 2. It is important to him to be rich. He likes to have too much money and expensive things. | | | | | | |
| 3. He thinks it is important that every person in the world should be treated equally. He believes everyone should have equal opportunities in life. | | | | | | |
| 4. Being successful is important to him. He likes to impress other people. | | | | | | |
| 5. It is important to him to live in secure surroundings. He avoids anything that might endanger his safety. | | | | | | |
| 6. He thinks it is important to do lots of different things in life. He always looks for new things to try.. | | | | | | |

| | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|
| 7. He believes that people should do what they're told. He thinks people should follow rules at all times, even when no-one is watching. | | | | | | |
| 8. It is important to him to listen to people who are different from her. Even when he disagrees with them, he still wants to understand them | | | | | | |
| 9. It is important to him to be humble and modest. He tries not to draw attention to himself. | | | | | | |
| 10. Having a good time is important to him. He likes to "spoil" himself | | | | | | |
| 11. It is important to him to make her own decisions about what he does. He likes to be free and not depend on others. | | | | | | |
| 12. It's very important to him to help the people around him. He wants to care for their well-being. | | | | | | |
| 13. Being very successful is important to him. He hopes people will recognize his achievements | | | | | | |
| 14. It is important to him that the government insures his safety against all threats. He wants the state to be strong so it can defend its citizens. | | | | | | |
| 15. He looks for adventures and likes to take risks. He wants to have an exciting life | | | | | | |
| 16. It is important to him always to behave properly. He wants to avoid doing anything people would say is wrong. | | | | | | |
| 17. It is important to him to get respect from others. He wants people to do what he says. | | | | | | |

| | | | | | | |
|-----------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|
| 18. It is important to him to be loyal to his friends. He wants to devote herself to people close to him. | | | | | | |
| 19. He strongly believes that people should care for nature. Looking after the environment is important to him. | | | | | | |
| 20. Tradition is important to him. He tries to follow the customs handed down by his religion or his family. | | | | | | |
| 21. He seeks every chance he can to have fun. It is important to him to do things that give him pleasure. | | | | | | |

Appendix G: Quality of Work Life Questionnaire

| | Definitely Not True | Not True | Partially Not True | Undecided | Partially True | TRUE | Definitely True |
|--------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------|--------------------|-----------|----------------|------|-----------------|
| 1. I feel physically safe at work. | | | | | | | |
| 2. My job provides good health benefits. | | | | | | | |
| 3. I do my best to stay healthy and fit. | | | | | | | |
| 4. I am satisfied with what I'm getting paid for my work. | | | | | | | |
| 5. I feel that my job at (name of the organization) is secure for life. | | | | | | | |
| 6. My job does well for my family. | | | | | | | |
| 7. I have good friends at work. | | | | | | | |
| 8. I have enough time away from work to enjoy other things in life. | | | | | | | |
| 9. I feel appreciated at work at (name of the organization) | | | | | | | |
| 10. People at (name of the organization) and/or within my profession respect me as a professional and an expert in my field of work. | | | | | | | |
| 11. I feel that my job allows me to realize my full potential. | | | | | | | |

| | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|--|--|
| 12. I feel that I am realizing my potential as an expert in my line of work. | | | | | | | |
| 13. I feel that I'm always learning new things that help do my job better. | | | | | | | |
| 14. This job allows me to sharpen my professional skills. | | | | | | | |
| 15. There is a lot of creativity involved in my job. 16. My job helps me develop my creativity outside of work. | | | | | | | |

Appendix H: TRA Questionnaire

1. I use networking areas (office social areas, social media)at least once per day.

Agree

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Disagree

2. To do my job well, I communicate with my colleagues.

Agree

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Disagree

3.To do my job well, I very often use internet.

Agree

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Disagree

4. To do my job it is useful to interact with others.

Agree

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Disagree

5. I discuss my ideas/ thoughts with my colleagues.

Agree

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Disagree

6. I often talk or gossip about my company with my colleagues.

Agree

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Disagree

7. I often talk with people from other work groups.

Agree

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Disagree

8. My internet usage helps me to conduct my job.

Agree

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Disagree

9. Networking with my colleagues is effective in helping me to perform my job.

Agree

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Disagree

10. Networking is very important for doing my business at present.

Agree

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

 Disagree

Appendix I: Curriculum Vitae

Huriye Egenur Aydin received her Bachelor's degree in International Relations from Bilkent University in 2006 with high honor degree.

She then continued her academic studies in social sciences and Human Resources Management through ERASMUS Scholarship in Tilburg University in 2007.

Later, she received her Master's degree in the field of Management from Galatasaray University in 2009. After her conclusion of the master programs, she has started to doctorate program in 2011 at Yeditepe University.

She attended several foreign studies through AFS and Erasmus programs through scholarships. And she was also involved in several UNDP projects as a volunteer.

Her professional work life began at Deniz Bank as a specialist at the Treasury and Corporate Credits Departments. She worked there over 2 years. Later she worked as a senior specialist and as an assistant manager positions at Erdemir Group (currently Oyak Metallurgy Group) for over 5 years. Since 5 years she has been working for European Metal Recycling as the Country Director. And she is taking supervisor positions for foreign investors with an interest to invest in Iron and Steel and mining sector.