

**THE ASSOCIATION BETWEEN EMPLOYEES' PERCEPTION OF THREE
SOCIO-CULTURAL DIMENSIONS, QUALITY OF WORK LIFE AND
PSYCHOLOGICAL WELL-BEING**

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PSYCHOLOGICAL WELL-BEING**

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Approval of the Institute of Social Sciences



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PLAGIARISM

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ABSTRACT

Especially since 2000's, the impact of globalization has been observed increasingly throughout the world, and in all socio-economic areas of the countries; thus it creates important effects in people's individual life. Along with this global transformation, many companies in the world and in Turkey have started to operate more widely in different countries. As a result, the working life quality of employees and importance of their individual happiness have increased even more, because their employees have become more important for these companies in order to be successful and grow more effectively. Working happily in an organization, allows employees to be more committed to their company and also causes employees to do more useful things.

In this study, the quality of work life of employees, psychological well-being perceptions and three basic socio-cultural dimensions were examined. For this study, data was obtained from employees in three different medium and large scale organizations which are operating in service and IT sectors. After missing and incorrect answers have been eliminated from a total of 185 distributed questionnaires, 160 items were used in the analyzes. And 36 different questions were asked to participants who have different age groups, positions and gender, about psychological well-being, quality of work life and socio-cultural differences.

Data which was obtained from the questionnaires, were analyzed using descriptive, correlation and multiple regression analyses. First of all, it is important to note that the level of quality of life and the level of perception of "well-being" in the enterprises to which the employees are affiliated, are quite low. While it seems appropriate that the "power distance" among socio-cultural dimensions is high at a certain level, the dimensions of "uncertainty avoidance" and "masculinity- femininity" are perceived as lower, indicating that workers are ready for a certain struggle in their lives and defend gender equality.

The results of the analyses indicate that there is a meaningful, strong and positive relationship between quality of work life and psychological well-being of employees. In addition, it has been found out that only uncertainty avoidance from investigated socio-cultural dimensions has a significant effect on the quality of work life and participants' psychological well-being. One of the other important results of the study is that it is understood that holding a managerial position does not affect the relationship between quality of work life and psychological well-being.

ÖZ

Özellikle 2000’li yıllardan itibaren küreselleşmenin etkisi bütün dünyada artan bir ivmede gözlenmiş, ülkelerin sosyo- ekonomik tüm alanlarında; dolayısıyla insanların bireysel yaşamında da önemli etkiler yaratmıştır. Bu küresel dönüşüm ile beraber dünyada ve Türkiye’de de birçok şirket farklı ülkelerde daha yaygın olarak faaliyet göstermeye başlamıştır. Bunun bir sonucu olarak da çalışanların çalışma yaşam kalitelerinin ve bireysel mutluluklarının önemi daha da artmış, çünkü bu şirketlerin etkili bir şekilde büyümeleri ve başarılı olmaları için çalışanları daha önemli bir hale gelmiştir. Çalışanların çalıştıkları organizasyonda mutlu olmaları şirketlerine daha bağlı olmalarını sağlayacağı gibi daha faydalı işler yapmalarına da neden olacaktır.

Bu araştırmada çalışanların iş yaşamı kalitesi, psikolojik iyi oluş algıları ve 3 temel sosyo-kültürel boyut dikkate alınarak incelenmiştir. Bu çalışma için veri orta ve büyük ölçekli, servis ve bilişim sektöründe faaliyet gösteren üç farklı organizasyondaki çalışanlardan elde edilmiştir. Dağıtılan toplam 185 anket formundan eksik ve yanlış yanıtlar elendikten sonra 160 adeti analizlerde kullanılmıştır. Farklı yaş grubu, pozisyon ve cinsiyetten katılımcılara psikolojik iyi oluş, iş yaşamı kalitesi ve sosyo-kültürel farklılıklarla ilgili olarak 36 farklı soru sorulmuştur.

Anketlerden elde edilen veri tanımlayıcı, korelasyon ve çoklu regresyon analizleri kullanılarak analiz edilmiştir. Öncelikle çalışanların bağlı oldukları işletmelerdeki yaşam kalitesi düzeyini ve ‘iyi olma halini’ algılama düzeylerinin oldukça düşük olduğunu belirtmek gerekir. Sosyo-kültürel boyutlardan “güç-aralığının” belli bir düzeyde yüksek olması uygun görülürken “belirsizlikten kaçınma” ve “erlik-dişilik” boyutları daha düşük algılanmış olup, bu da çalışanların yaşamlarında belli bir mücadeleye hazır olduklarını ve kadın-erkek eşitliğini savunduklarını göstermektedir.

Uygulanan analiz sonuçları, çalışanların iş kalitesi ve psikolojik iyi oluşları arasında anlamlı, güçlü ve pozitif bir ilişki olduğunu göstermiştir. Ayrıca incelenmiş olan sosyo-kültürel boyutlardan sadece belirsizlikten kaçınmanın iş kalitesi ve katılımcıların psikolojik iyi oluşuna önemli derecede etki ettiği ortaya çıkmıştır. Çalışmanın diğer önemli sonuçlarından biri ise, yönetici pozisyonunda olmanın iş kalitesi ve psikolojik iyi oluş arasındaki ilişkiyi etkilemediğinin anlaşılmasıdır.

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ABBREVIATIONS

CVSCALE	Cultural Values Scale
GLOBE	Global Leadership and Organizational Behaviour
IBM	International Business Machines
NGO	Non-governmental Organization
PE	Personal Expressiveness
P&G	Protector and Gamble
PWB	Psychological Well Being
SWB	Subjective Well Being
USA	United States of America
QWL	Quality of Work Life
QWLS	Quality of Work Life Scale

1. INTRODUCTION

This study derives its sources from the concepts of quality of work life (QWL), psychological well-being, and socio-cultural dimensions. The business world has been undergoing a global transformation, and this process leads academicians and practitioners to revisit some well-known concepts that are influential for organizations.

Quality in work life is not a concept that is very much processed in our country. At the same time, the diversity of work force is increasing in the enterprises in Turkey, which is naturally influenced by the globalization process. Undoubtedly, this can lead to different problems in terms of management of organizations. Therefore, examining a relationship between socio-cultural dimensions and quality of work life has become an important issue in practitioners as much as it is in the theoretical framework. Because of this correlation, well-being of workers which has a functional importance for institutions, attracts much more attention than it was 20 years ago. For this reason, psychological well-being which is widely used in the literature, has been also included in the review as a third main concept.

The QWL is about employees' overall satisfaction in relation to their work environment based upon their perceptions and feelings. Sirgy and his colleagues (2001) have stated QWL refers to general evaluations of working environment regarding the perceptions of the worker's on the issue. The said perceptions of the employees of a given organizational unit are directly related with the satisfaction of a good variety of needs. These set of needs might be related with personal social needs, or satisfaction of professional needs in business life. Although both QWL and psychological well-being do not have conclusive definitions, their importance for the organizational studies has been argued in social sciences. Rathi (2009) has stated since 1950's the QWL became one of the core concepts to researchers of the discipline. In a similar manner, the importance of high level of psychological well-being derives from its effect on the productivity of the employees (Rathi, 2009).

According to Ryan and Deci (2001) the concept of well-being covers two different conceptions as subjective well-being (SWB) and psychological well-being (PWB).

While the SWB is about evaluation of life satisfaction by individuals, PWB is about optimal experience and functioning (Lee & Carey, 2013). As Diener states, (2004) subjective well-being is influenced by many aspects of quality of life and it measures could be used to investigate who and in what regions of nations people were flourishing versus suffering.

Socio-cultural dimensions that concentrated understanding of similarities, and differences between cultures were developed by some scholars and academicians like Hofstede and Trompenaars. The Globe's Project was also developed by very large group of researchers, and academicians between 62 countries for the same purpose. It is based on the works of previous academicians and it was resulted in nine socio-cultural dimensions. They are not actually organizational culture models (Yahyagil, 2011) have to be used for the assessment of differences and similarities of a given social entity.

Managerial position, gender and cross cultural factors are being investigated by many scholars as a result of societal change process all over the world (Trzcinski & Holst, 2010). Although different studies paid an attention to the subject of managerial position concerning socio-cultural factors, there is no universal agreement. Consequently, the subject of managerial position was included in the present study.

1.1 Purpose of the Study

This study aims to better understanding of the association between socio-cultural dimensions of the members of a given company, their perceived level of quality of work life (QWL) and psychological well-being. It has been pointed out by a group of scholars that QWL is an effective influence on the life experience of employees not only in the working environment but also in their daily life. It is "an important predictor of life satisfaction" (Rathi, 2009, p. 53). Yet, the relation between QWL and psychological well-being has not been discussed efficiently. The secondary purpose of this study is to learn more about the associations between QWL and PWB by taking into account of the perception of three socio-cultural dimensions in work-setting.

1.2 The Importance of the Study

The better the employees feel about their job and the more they feel connected to the organization, the outcome can be expected to be better. According to Plug et al. (1991), mental health refers to adaptation skills as well as satisfaction, self-actualization. When it is adapted to psychological well-being, it can be concluded self-satisfaction and actualization of the skills would follow a high level of psychological well-being. It has been also pointed by Saul Gellerman as one of the scholars who began the organizational psychology argued that the existing organizational atmosphere has an effect on the psychological well-being of the employees as well (Gellerman, 1963). By Gellerman's argument we can understand the possible reciprocity between the QWL and psychological well-being.

This study aims to bring a thorough analysis on the mutual relation between employees' perceived socio-cultural dimensions, their level of psychological well-being, and the overall quality of work in organization where they work.

1.3 Research Questions

Four research problems are as follows:

RQ1) What is the nature of the relationship between the concepts of QWL, psychological well-being and socio cultural dimensions?

RQ2) Which conceptual dimensions of QWL explain the variance in the concept of PWB?

RQ3) What is the nature of associations between three socio-cultural dimensions (power distance, uncertainty avoidance, masculinity/femininity) and both QWL and PWB?

RQ4) Whether or not holding a managerial position moderates the relationship between QWL and PWB?

2. LITERATURE REVIEW

2.1 WELL BEING

The concept of well-being has been defined in many different ways by various scholars from variety of disciplines. The definitions of well-being seem to address conceptualizations such as pleasure, prosperity, income, health, and competence (Ringen S, 1996). The concept of well-being has been studied since 1930s. The term happiness, which is being used in the daily lives of people, is usually referred academically as “subjective well-being” from the perspective of hedonism. Well-being is a collective distinguish of a worker or workforce and it can also be linked to place, such as to the traits of the workstation. (FleuretS, 2007)

The general definition of well-being given by psychologists is optimal psychological functioning and experience (Annas& Keyes; 2009). The optimal effectiveness in one’s private and business life from eudemonic perspective is often referred to as the psychological well-being (Deci & Ryan (2008). “Psychological well-being is about lives going well. It is the combination of feeling good and functioning effectively” defines Huppert (2009 p.137), in a similar fashion.

Several studies show links between individuals' health and negative psychological well-being. Hence in this perspective, well-being can be supposed to be a factor that has an effect on numerous consequences. Working conditions, which include the factors like respect, balance between work and life, stress, and income, can upset well-being.

Well-being warrants both interpersonal queries and strong scientific analysis. Good life and optimal experiences have been defined in various considerations since the beginning of ancient time. Subsequently these considerations bore numerous hypothetical and practical implications about how well-being could affect the psychology, parenting, the working environment, teaching, government etc. All these definitions attempt to specify how human being might be better. Thus, well-being is an idea that attempts to highlight and elucidate what ‘better’ is (Ryan & Deci, 2001; p.141).

Worthy life and well-being are more explicit, verifiable and psychological constructs like negative and positive effects, domain satisfaction, and life fulfillment. Inside the work environment, well-being is reflected along with the job satisfaction. Largely, in the work environment positive side of well-being entails the incentive and inherent motivation of employees and their commitment level with their work. This is the missing link in research of the work related well-being; however, there is debate about these sorts of indicators that reflect different kinds of well-being and that kind of well-being is more pertinent for work experiences. On the flip side, all gauges of well-being must be compared with each other in order to guarantee conceptive openness and to avoid redundancy of procedures (Gagné & Deci, 2005; p.195).

Good work is a huge research area from the perspective of organizational behavior in these days and researcher consider that under circumstances of well-being generally good work performance will take place. However, from the perspective of employees as opposed to those of theorists, work related well-being is related with job satisfaction in economic terms; conversely, in health sciences one dimension of well-being is job satisfaction. Work-related well-being is usually studied from the viewpoint of work pressure; seeing the workplace as a stagnant, something which does not seem to change.

Organizational issues and organizational atmosphere, both, affect work-related well-being. Organizational atmosphere is narrowly associated with work-related well-being. Current studies have shown that personal resources like optimism and pessimism are linked with work engagement. Work engagement is a developing psychological concept. Bakker and Schaufeli have identified that employees who go through work engagement are physically and mentally in a better shape than others (Ryan & Deci, 2001; pp: 144-145).

In the relevant literature, hedonic and eudemonic are two main conceptions for well-being. Hedonic view deals with the maximizing feeling good and pleasure. Eudemonic view entails the achievement of a goal and feeling good about it. Psychologists who perpetrate hedonic point of view attempt at examining the preferences and pleasure of the mind and the body.

While for the hedonic psychologists, well-being entails concerns, feeling of pleasure, and subjective happiness. The hedonic opinion takes into account all verdicts about good and bad aspects of life (Kubovy 1999). As per hedonic thinking, the conditions of well-being and hedonism are alike. The sense of well-being is pleasure in contrast to pain. On the flip side, hedonic thought comes from a clear and definite target of research and involvement that could be considered as maximizing human happiness (Ryan & Deci, 2001; p.149).

While the eudemonic conception of well-being invites people to live with their daemon, or true self, according to Waterman (1993). As per his suggestions the eudemonia takes place when people's life events are most consistent or engaging with deeply held values and are completely or fully engaged. Under these settings, people would feel strongly alive and true, standing as who they really are—a condition Waterman characterized as personal expressiveness (PE). Waterman goes on to show, empirically, that measures of hedonic enjoyment and PE are very much interrelated, however they were nevertheless revealing some distinct kinds of experience. For instance, while both PE and hedonic measures are linked with ambitious executions, PE is more intensely related to activities that warranted personal growth and improvement. Besides, PE is more allied with being confronted with a challenge and exerting effort to meet that challenge. While on the opposite hedonic enjoyment is more associated with being relaxed, not challenged and just being happy (Ryan&Deci, 2001; pp:198-200).

Big companies like IBM, P&G, and Unilever mostly deal the eudemonic elements through implementing the team works between employees. Employees feel themselves as the part of a team and they gain benefit from the success of any of the team member so they can feel happy of the one team member's success (Fredricson et al, 2003).

2.1.1 Subjective Well-Being

Well-being is a general consideration for both subjective well-being (SWB) and psychological well-being (PWB). SWB focuses more on hedonic aspects of well-being that is chasing of pleasant of life and happiness. SWB includes life quality and global evaluations of affect. PWB more focuses on meaning of life and human potential such as in work life that is refer to eudemonic well-being. PWB covers thriving in the face of existing challenges of life such as following meaningful goals, growing and developing as a person and creating good and healthy relations with other individuals (Ryff& Singer, 2008). There is a debate about these two types of well-being. Through the one side of individuals SWB and PWB refers to different aspects of well-being although both of them interested with the subjective nature of well-being (Keyes, 2002). On the other hand, there is another view about these two concepts as both of them are separate concepts of well-being and they are different from each other (Kashdan at al., 2008).

Changing nature of people according to changing surroundings refers to SWB. Organizational dimensions are the long-standing factors for any organization that affects employee's morale and productivity in the organization on negative way or on positive way. For this reason, SWB highly depends on organizational dimensions that provide meaning to organizational membership and guides to employee's behavior. Organizational environment is the part of organizational variables that has direct relationship with organizational development. The main role of these dimensions is the increasing functions of employees and teams, enlarging the interpersonal trust and planning. So that, understanding the impact of organizational dimensions upon SWB all of the dimensions have to be judged under the components of holistic model of SWB (Chang & Lu, 2007).

Organizational environment refers to economic, political, social, and cultural factors that have ability to control of the individual business enterprises and their management. There are many environmental factors and they are also very complex inside the organization. Organizational environment might be created in the local, national or in the international business field in which organization operates. On the other hand, organizational environment may categorize as non-market or market environment that is depending on market forces of supply and demand. Finally, economic factors are the

part of the organizational environment as tax policies, industrial policies, and monetary policies. Non-economic factors are social customs, religious taboos, and historical factors that country concerned (Mittal, 2007). Consequently, it might be said that organizational environment affects the employee's productivity level and performance both in negative and positive way. So that, positive, and negative environmental impact on the employee's organizational environment that might be explained in contrast with elements of holistic model of SWB.

2.1.2 Psychological Well-Being

The concept of psychological well-being has several definitions that are defined by such scholars as Shin and Johnson (1978), Watson (1988), Felce and Perry (1995), Diener (2000), and Judge, Thoresen, Bono and Patton (2001), Fredrickson and Joiner (2002). Nonetheless, the definition of the concept of the psychological well-being derives its sources from the notions of psychological and social functioning of individuals. The study of Shin and Johnson (1978) notes that psychological well-being is acceptance of reality of one's own demands and expectations.

Psychological well-being is a concept that means different things to different people. Even though it differs from person to person, scholars working on the notion of psychological well-being concluded that it presents the quality of a person's psychological and social functioning. In other words, it can be defined as the affirmative psychological functioning of a person. According to Keyes et al. (2002), "Psychological well-being entails the perception of engagement with existential challenges of life."

Moller has stated (1987) psychological well-being mentions conditions in a community leading to a position that people in their personal capacities and in interaction with each other as insiders of communities and groups, can lead their lives of quality in every aspect of their presence and where the choices for realizing their potencies are present. Therefore, psychological well-being is reflected on individuals as where they can decide, what to choose, accept or not to and how strong their minds are at changing said perceptions and surroundings. Psychological well-being is linked with positive emotions that have fructuous impacts on mental and physical health. A healthy mental and physical state is important for surviving and functioning properly. The factors,

which have relatively, influence the psychological well-being, such as emotions, health, surviving and functioning influence the immune system of human body indirectly. In this aspect, happiness directs individuals to a better and healthier daily life (Watson, 1988).

According to Felce and Perry (1995) psychological well-being is formed by perceived aspect of socio-cultural and socio-economic positions of individuals'. Psychological well-being is associated with the concept of functioning effectively that is significant for all people whether for their work life or family life activities. Therefore, psychological well-being is about self-consciousness of one that supports the sense of understanding and adjusting the surrounding environment. The factors that determine the state of psychological well-being of individuals are related with human perceptions, thoughts, behaviors, and mental and physical health by improving future expectations also positively. Individuals are related with human perceptions, thoughts, behaviors, and mental and physical health by improving future expectations also positively.

In order to represent the relationship of happiness and psychological well-being, the researches that are conducted by Diener (2000) and Judge, Thoresen, Bono and Patton (2001) demonstrate that the people, whom feel happy can be also included to the concept of psychological well-being, have better productive functionality, social relationships, and higher income. Nevertheless, it is important to note that emotions, which lead to a psychological well-being, influence the cognitive process of human mind effectively. The experiences that emanate positive emotions influence individuals in a beneficial way in the aspect of social relationships such as interpretation and initiation. The individuals, whom have a good life, are functioning successfully by being more eager to gain experience and having self-competence against life.

People, who are mentally healthy and having a better degree of psychological well-being, have positive expectations for future and engaged effectively with their social and personal relations, positively. Thus, depending on the research of Fredrickson and Joiner (2002), positive emotions that influence psychological well-being in positive way are ignited by improved capacity of cognition, behaviors, and senses of the individuals by creating and developing productivity and functionality.

Psychological well-being is defined by Houghton Mifflin (2003) as a state in which a person is able to use his/her emotional and cognitive capabilities, function in society and fulfill the standard demands of everyday life. One way to regard psychological well-being is by paying attention to its effectiveness and success of an individual's function. Signs such as being able to overcome normal levels of stress, live an independent life, maintain satisfying relations, recover from harsh situations are signs of psychological well-being. PWB refers to assessment of individual's life that helps them for their further mental growth in a positive way. From the organizational size, organizational environment affects the PWB of its employees along with affecting its functioning and thus, sets a special set of circumstances. For example, in the context of power sector, the performance of the employees directly related with their productivity level that turns related to quality of power generation machines, availability of the natural resources such as water and air so that, employees are considered as successful or unsuccessful through their performance level. Accordingly, PWB of employees are affected. On the other hand, they continuously face with the challenges, setbacks, hardships and complexities, recognitions, and promotions within the organization.

World Health Organization (2005) states that psychological well-being has been defined variously by scholars from different cultures. Concepts of psychological well-being include subjective well-being, perceived self-efficacy, autonomy, competence, inter-generational dependence, and self-actualization of one's intellectual and emotional potential, among others. As mentioned above the concept varies because of the cross-cultural perspectives but oftentimes used as a more extensive definition that scholars generally coincide that psychological well-being is broader than lack of mental disorders.

Therefore, it is possible to say that positive emotions are triggered by positive cognitions or behaviors. Psychological well-being is influenced positively by successfully accomplished self-generated objectives, positive progresses, efforts towards valued objectives, and efforts towards accomplishment of self-development. Thus, positive social activity of one's emanates higher degrees of psychological well-being through happiness and satisfaction.

Individuals, whom have a higher degree of psychological well-being, are more tolerable against unfortunate events of daily life by evaluating any condition properly in order to accomplish successful social relations. Thus, external and intrinsic environmental factors influence one's psychological well-being directly; from early stages of existence till death while negative effects that have been come through childhood may damage maturity term of individuals'. In this aspect, the environment that people live their daily lives has great effects on psychological well-being throughout behaviors and attitudes of individuals.

2.1.3 Emotional Well- Being

Organizations are the places in where many emotions can take birth because people are the main elements of the organizations so emotions such as pride, security, safety, friendship, hate, pessimism, optimism, joy, self-confidence, trust, lack of confidence are observed in the organizational life among employees. The importance and impact of the emotional intelligence and emotions has lately been found in literature because these two features do play a substantial role in the decision making and hence expanding profitability, service delivery, political learning, rising work enthusiasm, performance and customer facilitation (Brotheridge& Lee, 2008; p.201).

Organizations must aim at creating good working environment framework that can in turn produce self-esteem, pride, compassion, friendship, cooperation, honesty and optimism among employees. The procedures that an organization should adopt in this regard are as below;

- ❖ Managers and leaders in the organization should create welcoming environment and underline the employee's feelings. These feelings could include trust, friendship, being welcomed, and respect.
- ❖ To ensure common aims and vision which is important because it creates belongingness as a community.
- ❖ Creation of team work and emphasis on the employees that they are the part of the team.
- ❖ Communication should be preferably made face to face.

- ❖ Working hours should design such that they consider individual's private and family life.
- ❖ Effective, friendly and supportive leadership.
- ❖ The culture of the organization should be accommodating to the employee's religion and/or culture.
- ❖ People training in order to improve their job skills and design training programs aim at how to interact with each other and how to develop compassion. (Rossi, Meurs&Perrewe, 2013; p.42).

2.1.4 Mental Well-Being

Mental well-being is crucial to increase QWL of employees. It is significant for organizations to improve employee's skills-set in order to attain globally accepted levels. Thus, organizations ought to provide them relevant educational and training plans and ensure the actions given as below;

- ❖ Provide suitable openings for learning, training and growth
- ❖ Generate employee input and empowerment
- ❖ Job integration and enrichment
- ❖ Receive feedback from employees in order to advance their work competence
- ❖ Facilitate opportunity support, inspire and reward the employees, let them create that is applicable to work. Carve out fair competition among employees and deliver reward system for their success (Rossi, Meurs&Perrewe, 2013; pp: 43-44).

2.2 QUALITY OF WORK LIFE

Different scholars include a portrayal of the supreme definition of the Quality of Work Life. Even though not all of the scholars define QWL incisively, for most cases it can be deduced correctly. The first definition came up during the period 1959 to 1972 and it defined QWL as a variable or outcome. A big number of scholars working in this field regarded QWL as a person's reaction to work or the individual consequences of the work experience.

Nadler and Lawler (1983), describes QWL as a way of thinking about individuals, work, and organizations. Its' typical components are an anxiety about the pressure of work on individuals as well as on organizational effectiveness, and the notion of joining in organizational difficulty solving and decision-making.

Skrovan (1983) states that, "QWL is a process of work organizations, which enables its members at all levels to actively participate in shaping the organization's environment, methods and outcomes". This process aimed to reaching the twin goals of developed efficiency of the organization and enhanced life quality at employees' work.

According to Sirgy et al. (2001) quality of work life can be understood in relation to employees' needs that are grouped under seven groups. In their analysis, it is argued that the resources provided by the organization contribute to the satisfaction of a variety of needs of the employers. These resources are both in financial and non-financial realms. These various needs are related to "health and safety"; "economic and family" needs; "social needs" within the work and leisure time off work; "esteem" and "actualization" needs; and needs for knowledge as well as aesthetics. However, these needs are multidimensional and related to both professional life and civil life of the employees (Sirgy et al. cited in Rathi, 2009, p. 54). These seven needs that from the quality of work life determine the satisfaction of the employees in regards to QWL.

According to Easterlin (2006), rich people are happy while the people of the prosperous countries are not happier than before because current conditions of the work life are severe even though it has more humanitarian facts than before. Therefore, QWL depends on personal income of the citizens who are also relevant with satisfaction of life. Satisfaction of life has depended on such variables as communication, recognition, self-realization and self-assurance.

According to Layard (2006), individual's QWL is an experience that is emanated the relationship between perceived happiness and being a part of the society while success and achievements is directly related with the happiness. Thus, creativity, innovation, and efficiency are more common in happy people whom have a stable rate of self-qualification among others.

Serey's (2006) definition of QWL is pretty credible and best meets the current work environment. Serey argues for the "empowerment of the employee" and points out the responsibility of the worker in the creation of a better QWL (Serey, 2006, p. 8). He also underlines the choices employers and employees should be doing in the creation of these better work environment. He advises to choose greatness over maintenance; courage over caution; self-enhancement over debasement; and autonomy over dependence (Serey, 2006, p. 9). He points out the determining force of the classical work relationships on the QWL experiences of the employees. For example, in the case of 'feedback', he examines the focus on "faultfinding" and its negative effects on the employee (Serey, 2006, p. 9). In other words, he explains the importance of facing the challenges and initiative in the work place.

According to Rethinam and Ismail (2008), QWL is the effectiveness of the work environment which transmit to the relevant organization and individual needs in forming the values of workers that support and promote better well-being and health, job security and satisfaction, balance between work and non-work life. The researches of Leschke and Watt (2008) justify that QWL can be measured via six dimensions such as "wages, non-standard forms of employment, work-life balance and working time, working conditions and job security, access to training and career advancement and collective interest representation and voice or participation." Those facts could be significant in order to determine the degree of QWL.

Although both QWL and psychological well-being do not have conclusive definitions, their importance for the organizational studies has been argued in social sciences. As Rathi states, (2009) since 1950s the QWL became one of the core concepts to researchers of the discipline. QWL refers to general evaluations of working environment regarding the perceptions of the worker's on the issue. The said perceptions of the employees of a given organizational unit are directly related to the satisfaction of a good variety of needs. These set of needs may be related with personal

social needs, or satisfaction of professional needs in business life (Sirgy et al. 2001). In a similar manner, the importance of high level of psychological well-being derives from its effect on the productivity of the employees (Rathi, 2009).

In this age of global market, the competition among large scale organizations has also transformed into a race between transnational and international powers. To keep the profit high and the possibility of failure low, the organizations are much more interested in QWL and psychological well-being of their employees. As their satisfaction with their work; and maintenance of their psychological well-being is argued to have significant effects on the overall quality of their work. Accordingly, this study is built on the examination of these concepts in relation to sociocultural dimensions that have inevitable influences on the organization structure.

The concept of QWL is studied by such scholars and Non-governmental Organizations (NGOs) extent to determine an approximate definition as The World Health Organization (1997), Easterlin (2001), Layard (2006), Leschke and Watt (2008), Sirgy and Wu (2009), Fisher (2010), and Seligman (2011) in several researches. QWL is come out accordingly with the public welfare that can be defined with the relevance of the common needs of the public community and economic growth of a nation. Welfare projections of the developed countries' initiated rapid economic growth in the aspect of the concept of the QWL and well-being.

The World Health Organization (2005) defines the QWL as the relationship between overall health, psychological well-being, economic independence, social relations, values, and environmental effects and productive creativity of individuals. Thus, QWL is also about socioeconomic identity and reassurance of individual. Work life indicators that influence individuals can be given as organizational culture, environmental relationships, self-expression, opportunities, reputation, and life balance between work and personal. Nevertheless, QWL is related about meaningful existence of individuals' productivity and efficiency.

Therefore, the studies of Sirgy and Wu (2009) note that QWL depends on certain facts that are determinant on performance and motivation such as; wage, security, balance of daily life, relations, growth and self-realization.

The studies of Fisher (2010) justify that efficiency and productivity can be sustained by happiness of individuals' that reflects and improves a good reputation of company. The relationship between QWL and productive efficiency has significant interests to employers and employees. Therefore, QWL improves satisfactory requirements, motivation and individual' productivity. High degree of QWL support individuals' needs related with work life that influence efficiency and productivity.

According to Seligman (2011), the concept of QWL comprises work life conditions that sustain physical and mental requirements of employees by maintaining organizational success. However, the concept of subjective well-being, in other words; happiness, is an aspect of QWL that externalizes social status and prosperity level by maintaining a positive work environment. The personal values and motivation can be promoted by improving social conditions of employees in order to sustain a proper QWL.

Many recent researchers have stated that QWL is an extensive evaluation that is made by employees, depends on the different experiences and results of the employee's work life, on the individual or professional fronts (Ramya&Kannan, 2013). Nowadays, many organizations give importance safety of their employees so that they have been hiring many business safety experts in order to reduce their safety risk. They also give importance to their employees' satisfaction so they arrange many activities inside or outside the organization with them in order to increase their satisfaction level because in today's world the most important thing is employee's power. In most of the organizations through implementations, many employees have been showing high performances, organizational citizenship behavior and organizational commitment. Especially, these kind of implementations are important in the organizations that is highly depend on customer service in which employees have to be more patient (Tabassumet al., 2011; Daud, 2010).

Sum of all, the concept of work life can be seen as the moments that individuals' spend in their work places. The quality and effectiveness of those moments can also influence the quality of the work that is accomplished by employees'. Thus, the concept of QWL comprises employees' income, colleagues and job satisfaction. Generally, speaking about the concept of QWL can be defined as humanizing the job. Therefore, the humanization of the job can be defined as taking the employees' psychological, mental, and social needs into consideration by improving working conditions.

2.3 SOCIO-CULTURAL DIMENSIONS

The new era is readily defined under the tag of globalization that is very significant and operative phenomenon in these days and ages, it also has very important effect on the cultures and traditions of the countries and organizations. Thus, the cultural studies shaped to be very important. The socio-cultural dimensions are related with society's approaches and cultural values that are frequently considered and apprehension about these approaches and values with an aim of understanding, learning the degree of cultural variances and parallels in large groups. At the same time, socio cultural dimension governs the goods, services, and standards of the society that is the reason why it is so important. Organizations must judiciously examine the socio-cultural dimensions as to be successful in the global competitive frame work.

Academics and theoreticians have established some measurements to scrutinize differences and similarities among cultures. Globe, Trompenaars and Hofstede who are the foremost and well-known academics' have defined concepts in this field that aimed at establishing and findings for the socio-cultural dimensions.

The GLOBE (Global Leadership and Organizational Behavior Effectiveness Research) project scrutinized the socio-cultural aspects among more than 17,000 managers across 62 cultures in the field of banking, food processing, and telecommunications applying Hofstede's theory (1980). The chief aim of this cross-cultural investigation is to expose the relationship between the organizational leadership and culture (House et al., 2004). The investigation reveals nine aspects in relation to culture and leadership, which are performance orientation, gender egalitarianism, in-group collectivism, institutional collectivism, future orientation, assertiveness, uncertainty avoidance, human orientation, and power distance.

Power Distance: It is defined as the degree to which the members of a collective power to be distributed uniformly.

Uncertainty avoidance: It entails the level of social values, rules, procedures of an organization or groups aimed at decreasing unpredictability of future occurring.

Human Orientation: Organizations encourage and reward people for being fairly compassionate and kind with fellow employees and human orientation is the degree that can be a measure of these all.

Collectivism (in organization): Collectivism is a peoples' likelihood to think of themselves as part of an organization and subordinate their priorities to the values, duties, and obligations imposed by the organization they work in.

Assertiveness: The levels to that people are demanding and competitive in their partnership with others.

Gender Egalitarianism: The extent to a collective lessens gender distinction.

Future Orientation: The degree for people commission with future-oriented attitudes such as gratification, planning or entrusting for future.

Performance Orientation: The level of a group or organization backs and rewards its members for performance enhancement and excellence (Triandis et al.).

Seven cultural dimensions that are termed as the seven dimensions of the culture model are described by Trompenaars, and Hampden-Turner. These researchers have made use of a very large database containing more than 30.000 survey outcomes and have collected during the course of various studies that included questionnaires that were sent to thousands of managers in 28 countries. Largely, the dilemmas or opposing tendencies were given to the respondents and respondents were asked to answer the basic questions as the researchers believed that it would enable some insights into the basic cultural attributes and norms. Trompenaars and Hampden-Turner carved out seven dimensions that are termed as internal/external universalism/particularism, neutral/affective, achievement/ascription, individualism/collectivism, specific/diffuse. They went on to explain the fine and obvious distinctions between national cultures. Five of the seven dimensions contained the ways in which members of group or society associated to one another, one dimension emphasized how societal members relate to their milieu and the last dimension pointed out various aspects of the time orientation. These researches were also sent to management consultants and they suggested that their model is very successful in explaining cultural diversity in multi-national organizations and has enabled understanding for managers to avoid culturally-based misjudgments and helped

marketing specialists in ascertaining, why consumers in different countries respond in different ways when faced with the same product and promotional campaigns (Gutterman, 2010).

Hofstede's socio cultural dimensions were shaped during his survey that was conducted in 70 countries around the world on IBM employees that had 116.000 respondents during the years in 1960's and 1970's. His theory about cultural dimensions first had four different dimensions and he tried to evaluate and define these dimensions between two opposite concept. His research is considered to have the best validity in organizational and cultural scenario. Scopes of the Hofstede theory spreads across the terms like power distance, masculinity/ femininity, uncertainty avoidance, long-term and short-term orientation, individualism and indulgence (Hodgetts&Luthans, 2004; pp: 98-99).

In the long-term orientation a person focused on the future is considered. People who assume long-term orientation tend not to give enough importance to short-term social success, emotional satisfaction, and short-term material so as prepare and emphasis on his/her future. Cultural perspective considers those people who have this perseverance, saving, and ability to adapt. Short-term orientation subsists when people are absorbed in the present or past and consider them more relevant as opposed to the future. These types of people who have short-term orientation cultural perspective, generally concentrate on the value, tradition, current social hierarchy, and accomplishing their social commitments (Hofstede, 2001; pp: 351-352).The final cultural dimension namely indulgence versus restraint points out the happiness and control over life (Hofstede et al., 2008). Indulgence inside the society deals with "free fulfillment of simple and natural human motives relating to relishing life and having fun" whereas restraint is related to conquest of the "indulgence of desires and controls it by means of stern social customs."(Dimensions of National Cultures, n.d.).The author used only three socio-cultural dimensions out of six (namely, power distance, masculinity/femininity, uncertainty avoidance) in the present study.

According to Hofstede (1991), power distance of a culture can be determined towards four distinctive factors as mentioned below:

- i. Latitude: The communities that live at the places of high latitude have low level of power distance.
- ii. Population: The communities that have high population have high level of power distance.
- iii. Wealth: The communities that are wealthy and prosperous have low level of power distance.
- iv. History: The communities that use the Latin alphabet have high level of power distance while the communities that use German language have low level of power distance.

Power distance refers to what extent an unequal distribution of power, authority, and wealth is accepted and the extent to which less powerful members anticipate and accept that power is distributed uneven. According to Hofstede (1991) power distance can be defined as a method of coping of cultures against various disparities such as unequal distribution of power, authority and wealth. Depending on the researches of Hofstede (1991), individuals imbibe the power distance of a culture in their early families. Thus, children, whom grew up in high power distance communities, are more obedient to their elders of family. According to that individuals, whom belong to high power distance communities, are more respectful to the people that have higher statues in the community. On the other hand, power distance dimension helps us to understand that how the power, prestige and wealth are distributed in the community and whom have those attributes.

In the communities that have high power distance, power and control are gathered by a certain group of people. Therefore, it is possible to say that communities, which are experiencing high power distance, tend to have authoritarian regimes. Marcus and Krishnamurthi (2009) concluded that low power distance communities opt for open access, sharable paths and multiple channels of communication, but high power distance communities have a more common use of passwords and authentication and limited alternatives of communications, in which member information is not accessible by non-members. However, individuals, whom belong to high power distance communities,

accept the statutory differences between the high ranked people and low ranked people. For instance, the employees of a company that has a centralized power utility are aware of the distance between the people, whom have great wage differences, while managers are tough and hard to communicate; employees are obedient and soft. In contrast, the companies, whom belong to low power distance communities, have democratic conditions with accessible managers.

Hofstede (2001) has stated that the individuals, whom belong to communities of low level of uncertainty avoidance, confront unclear results and unexpected conditions carefully and patiently by applying rules to the situation step by step. The individuals, whom belong to communities of low level of uncertainty avoidance, tend to be more pragmatic and open for potential changes.

Uncertainty avoidance is about the degree to which the insiders of a society feel intimidated by unclear, ambiguous, or obscure situations. Individuals of high uncertainty avoidance communities avoid unclear situations and seek a structure in relationships and more discreet in individuality expressions (Hofstede, 1991). According to this research will investigate the uncertainty avoidance and power distance in relation to QWL with the below research:

Uncertainty avoidance is about the degree to which the insiders of a society feel intimidated by unclear, ambiguous or obscure situations. Individuals of high uncertainty avoidance communities avoid unclear situations and seek a structure in relationships and more discreet in individuality expressions (Hofstede, 1991). Thus, Hofstede (1991) notes that the individual' reactions against ambiguity are significant for the determination of the level of uncertainty avoidance of a community or culture. The determination process can be referred as the level of stress of individuals against encountered ambiguity or the requirement of written or unwritten rules.

Table 2.1 Differences between Low and High Certainty Avoidance in Organization

Low Uncertainty Avoidance	High Uncertainty Avoidance
Uncertainty is the normal feature of organization each employee should accept	The uncertainty is inherent feature for the organization
Stress is necessary in order to be successful	Anxiety occurs because of the stress
Emotions and aggression should be shown	Emotions and aggression might at proper times and places be ventilated
Comfortable in ambiguous situations and with unfamiliar risks	Acceptance of familiar risks; fear of ambiguous situations and of unfamiliar risks
There is no strict rules for employees	Strict rules for employees
What is different, is curious	What is different, is dangerous
Employee may say no and I cannot handle it	Employee might solve each problem
There should not be more rules than is strictly necessary	Emotional need for rules, even if these will never work
Time is a framework for orientation	Time is money
Work only you need	Work hard in order to be productive
Precision and punctuality have to be learnt	Precision and punctuality come naturally
Tolerance of deviant and innovative ideas and behavior	Suppression of deviant ideas and behavior; resistance to innovation
Motivation by achievement and esteem or belongingness	Motivation by security and esteem or belongingness

Source: (Gudykunst, 2003; p.61)

However, the individuals, whom belong to low level of uncertainty avoidance, could ignore ambiguity through certain behaviors that are linked with certain rules. In contrast, the individuals, whom belong to high level of uncertainty avoidance, could confront ambiguity with aggressive, susceptible and obsessed behaviors. Nevertheless, According to Hofstede (1991), the concept of uncertainty avoidance is referred as the degree of tolerance of a community against unclear, ambiguous or obscure conditions. Thus, the individuals, whom act nonchalantly or relaxed against ambiguous situation, are less sensitive when compared to the individuals, whom act susceptible or obsessed.

Uncertainty avoidance has described as extent that members of culture feel threatened by undefined situations. According to Hofstede uncertainty avoidance depends on the country and its development rate. For example, most of people in USA accept the changes rapidly and they can adapt the new ideas easily. Uncertainty avoidance is the opposite of the quick expectation so that cultural rules are very strict and administration of individuals depends on traditions and norms. For example; Peruvian culture has high certainty avoidance that was considered as high which was 87 and power distance score of the country were 64. USA in which many people are living from different cultures and norms and traditions are not really strict; power distance score was 40 and uncertainty avoidance score were 46. In Peruvian culture because of the high power distance, individual must follow the certain guidelines. A great list of suitable behaviors were put by USA in order follow these behaviors when doing business in Peru. Because of the high uncertainty avoidance, there are strict laws and an extensive legal system in Peru and these systems often let the misused and corruption are occurred (Mooji, 2013; p, 94).

According to example as above Peruvian Culture must change its rules in business in order to be more successful and adapt the needs of global culture. Initially, power distance and uncertainty avoidance must be decreased in order to have QWL. Through the strict communication rules and strict hierarchy between employees that refer to high power distance, as a result uncertainty avoidance will occur in high level so the QWL will be affected. So that, it might be said that there is direct relationship between uncertainty avoidance and power distance that effects each other in parallel.

Hypothesis 1(H1): Low level perception of uncertainty avoidance and high level power distance are negatively linked to quality of work life.

In the beginning of the 1970's, most of the behavioral scientist and psychologist had assumed that mutual view of gender. Mutual assumption of gender means some people even if they are female can show some masculine characteristic or people who are male can show some feminine characteristic that is totally separate from the gender.

Femininity and masculinity were considered as opposite ends of a one dimensional gender scale. If a person had taken a test that is related with this view, his/her score would take place him/her somewhere through a one scale to determine he/she is masculine or feminine side of the scale. On the other hand, there was a discussion about how a man can be on the feminine side of the scale or a female might be the masculine side of the scale. They also have advocated that man psychologically should be the masculine side of the scale and women should be the feminine side of the scale as possible.

According to Anne Constantinople (1973), masculinity and femininity should not be considered as two ends of single scale. The best way to consider them as a separate dimension that individual's characteristics might be measured through these two dimensions. For example a person may show high masculine or feminine characteristics at the same time.

Masculinity is related to the distribution of roles between the genders; and the attributed traditional roles to the man and woman. Societies that have high masculinity scores generally label "tough" values like heroism and competition as a part of the male role (Hofstede, 1991). On the contrary, femininity is more related to harmonious relationships; and both men and women are expected to be modest, spend time on personal ties, maintain warm relations with others.

Expression of these dimensions also has been analyzed in organizational life under the light of QWL because these two dimensions help organizations to examine the characteristics of individual. Along with the appropriate character analyze, organizations may have better outcomes from their employees.

In organizational life expression of masculinity includes;

- ❖ Work centered employee, being very ambitious about his/her career, to gain tangible success and emphasize visible achievements
- ❖ Willing to competition, leadership, going forward in his/her job
- ❖ The goal of problem solving, being determined, provide effective outcomes to organization

In organizational life expression of femininity includes;

- ❖ Giving more importance to his/her personnel and family life, self-centered work understanding, desire more personnel belongings
- ❖ Giving importance to quality of human relationship and good interaction inside the work environment for example good relations and friendship in work environment
- ❖ People orientation; cooperation, empathy, unanimity

According to light of the given information as above; slogan of the masculine characteristics live in order to work and slogan of the feminine characteristics work in order to live.

Characteristics of people sometimes depend on the societies that they live in. For example some societies are more masculine although some of them demonstrate more feminine characteristics. In masculine societies, work considered as a last in itself; however, good employee relationships, unanimity, cooperation, quality of workplace are accepted only as a tool of the end. On the other hand, in the countries that indicate more feminine characteristics, quality of work life, unanimity, empathy, cooperation seen as the employee's right not only the tool. Around the world, especially countries like Germany, Turkey, USA, Austria and Netherlands fuel the masculinity and femininity dimensions in order to gain more profitable outcomes and increase their QWL. The gain positive advantage in long-run and increase the quality of work life, the best way for the companies to fuel both masculinity and femininity dimensions.

All around the world, culture is still transitional phase so that in different countries experiences of QWL that is also affected by man and women's experiences are different. It is not related only with different nations and genders; it is also related with

masculinity and femininity orientations. For example, an individual who shows very masculine behaviors even if she is female might be expected he/she have very different experiences or expectation in his/her professional life when compared with standard employees. On the contrary, same expectations valid for very feminine female or male and they might share close work and personal relationship values that provide them to have close QWL experiences. For example, female/ male who demonstrate very masculine individual characteristics in his/her work tend to work very hard with high discipline, give more importance and work very hard even if it is not really necessary. Workers who show masculine characteristics in their work also want to take extra work their home, they generally willing to show they can work with high capacity and their job is the most important thing. Their effort and expectations from their work is very high. On the other hand, employees who show feminine characteristics do what is given to them and generally they are not really ambitious to compete with other employees. When take a glance of the individual as a team player in their work life. Masculine characters treat as leaders: however, feminine characters generally do not play effective role inside the team and they generally do not have high recognition. Both examples have significant effects on QWL (Hofstede, 1998; pp: 254-255).

Masculinity-femininity cultural dimension is addressed as a societal, not an individual's characteristic and refers to the distribution of values between the genders. According to Hofstede (2011), a society is called feminine when there is not a strong differentiation between the genders for emotional and social roles—both men and women should be modest and caring and both boys and girls may cry, but neither should fight. In masculine societies, both men and women are assertive and competitive; however women are less so than men. For individuals from a highly masculine cultural background, mothers may tend to feel more comfortable dealing with the emotional implications of a diagnosis from a clinician, while fathers may feel more comfortable handling the factual aspects of the situation and show less emotion in response to a diagnosis. In a clinical situation, this may include appointment scheduling, payment, and questions for the clinician. In a feminine culture, these roles in clinical interactions may be more evenly split across the male and female members of a family, and emotional responses may be more clearly observed across both genders.

Table 2.2 Masculinity/ Low Masculinity (femininity)

Dimensions	MASCULINITY	FEMININITY
Work	<p>Large gender wage gap</p> <p>Less women in management</p> <p>Option for higher pay</p>	<p>Less gender salary gap</p> <p>More female in management</p> <p>Less working hours</p>
Social Norms	<p>High ego</p> <p>Material things are important</p> <p>Live in order to work</p>	<p>Empathy and good relationship, less ego</p> <p>Individuals are important</p> <p>Work in order to live</p>
Politics and economics	<p>Rapid economic growth, more priority</p> <p>Implementing force in order to solve conflict</p>	<p>More importance to environment protection</p> <p>Discussion is important in order to solve conflict</p>
Religion	<p>Very important</p> <p>Only men can pray</p>	<p>Less importance on religion</p> <p>Both female and male can pray</p>
Family and school	<p>Family structure is traditional</p> <p>Boys cannot cry; however girls can cry.</p> <p>Failing in the life is disaster for man</p>	<p>Family structure is flexible</p> <p>Both genders can cry neither fight</p> <p>Failing is an accident and can be solved</p>

Source: (Hofstede, 2001; p.120).

Both men and women play significant role for the QWL and they must be considered equal in order to create strong organization. In that kind of organizations employees only not focus on material success. So that, this were named the traditional model of work in which he/she works full-time with high performance without attracted by family or other personal matters (Lewis, 2010; p. 111).

It is necessary for the companies to analyze and understand what exactly their employees. Most workplace have their own defined cultures, organizations should create combination from employees satisfaction through their organizational cultures. Nowadays many companies have different cultures from different countries because of the rapid increase of globalization. Nowadays, female and man work together in one companies generally in same position both in developed and developing countries which show some differences. On the other hand, in some undeveloped countries in the Middle East, there is still gender discrimination (Digger, 2013).

There is little knowledge about cultural, subcultural and cross-cultural dimensions that are investigating under the light of masculinity and femininity. The patterns that found in Western Cultures are not universal. The variations of femininity and masculinity should be investigating for the each culture even in same culture for different regions. Studies may help to understand society's division of labor, power distance and structure such as how society's privileges and responsibilities are allocated. To modify the society's social system may first modify individual's belief about femininity and masculinity (Digger, 2013).

2.4 ASSOCIATIONS BETWEEN KEY CONCEPTS

2.4.1 The relationship between QWL and Psychological Well-being

According to Faragher, Cass and Cooper (2005) epidemiologists have been aware of the fact that social and environmental factors can add to the incidence of human diseases. There are evidences that recent trends in employment conditions might be consuming levels of job satisfaction and damaging the psychological well-being of workers directly (Kenny, Carlson &McGuigan, 2000).

Nowadays, employees are being asked to perform multiple tasks, acquire new skills and self-manage to be able to meet the competitive demands of modern jobs. This has resulted in jobs that are more fluid, probably blurring role ambiguity and role discrepancy and eventually leading to work stress and diseases (Dunnette, 1998). Today, workers are also expected to deal with heavy workloads. According to a study conducted by Morgan et. al, (2002) heavier workloads have resulted in augmented time pressure among nursing staff, leading to higher stress levels. It is essential to have enough time to bounce back between works or heavy periods of work. Kornhauser (1965) found for instance that poor psychological well-being was linked to unpleasant working conditions, the must to work faster and to exert a lot of physical effort, to inconvenient and to excessive work hours.

QWL is argued to affect working conditions and overall productivity of the business. Adhikari and Gautam underlined that improvements in the work environment are related to employees' experiences of the work whereas for the criterion of effectiveness is examined according to the employer. (Adhikari&Gautam, 2010; p.41). In this sense, the effects of the working place on the psychological well-being of the individuals can also be discussed. According to Tehrani et al. (2007) it is the employers' call to create a work environment in which the employees would feel that they are valued and that they can reach their self-actualization goal.

Carayon (1997) and also Smith (2001) showed that stress comes into existence during the interaction between an individual and the working environment that threatens the worker's psychological, physical, and psychological well-being. Physical and psychological illnesses go up when pressure at increases. Because of the fact that stress

causes problems to circulation and muscular system, the risk of myocardial infarction increases. Carayon (1997) as well as Smith (2001) also revealed that workers that have been undergone high stress environment for over two years are correlated with higher systolic blood pressure.

Accordingly this research will investigate the relation between QWL and psychological well-being of the employers with the below hypothesis:

Hypothesis 2 (H2): There is a positive relationship between QWL and Psychological Well-Being.

The existing results of researches in literature (Savery 1986, Starrin et al. 1990, Ono et al. 1991, Grainger et al. 1995, Rogers et al. 2004, Dembe et al. 2005) justify that QWL have negative influence on psychological well-being such as increasing stress level (Savery 1986, Grainger et al. 1995), increased rate of suicide due to negative effects of work environment, especially lengthened overtime (Starrin et al. 1990), fatigue (Ono et al. 1991), errors (Rogers et al. 2004), excessive risk of injury (Dembe et al. 2005). Psychological well-being has strong relations with QWL depending on the current evidences. QWL can be equalized with effects of work environment of individuals'. Longer work hours, pressure, negative feedback, job security and job satisfaction can be given as the moderators of work environment that could be affect QWL, and directly psychological well-being, indirectly due to current findings on literature (Savery 1986, Starrin et al. 1990, Ono et al. 1991, Grainger et al. 1995, Rogers et al. 2004, Dembe et al. 2005).

According to findings of Savery (1986) and Grainger et al. (1995), lengthening work hours have negative effects on QWL which affect psychological well-being of individuals by increasing stress levels. Frankly, individuals associate higher income with hard work, which could be sustained by long work hours and commitment on job, in order to maintain accomplishments and achievements. Thus, in the possibility of misdoings, negative feedbacks of superiors or failure of expectations affect motivation of individuals through increasing level of stress. The positive relationship of stress level and psychological well-being justifies that QWL also could be affected directly by the moderators of work environment.

Starrin et al. (1990) indicates that lengthened work hours affect individuals' psychological well-being, far more than influencing stress level, by damaging mental health due to confessed increasing suicide rates. The outcomes of work pressure may damage self-competence and self-esteem of individual's by leading problems due to poor mental health. Eagerness to achieve more and successful transforms individual's self-priorities to work-oriented lifestyle, which causes family problems and social retreat, by diminishing work-free moments. According to studies of Starrin et al. (1990), the effects of excessive overtime that are given above incur suicide rates to increase.

Compelling evidences of the research that is conducted on flight attendants by Ono et al. (1991) justify work hours cause fatigue that can be related with psychological well-being. Independently of success and progress, flight attendants have to work longer due to nature of the job. Depending on the statements and findings of the study, flight attendants need to be prevented of the fatigue. Fatigue can be defined as physical or/and mental weakness of individual that can be occurred by tiredness. Every job has its own idiosyncrasy, which is obviously undebatable, such as in this issue. Due to the nature of the job of flight attendants, overtimes and long work hours are contingent regularly. The fatigue due to QWL may lead to loss of motivation, mental and physical problems and far more negative effects on flight attendants according to Ono et al. (1991) by decreasing effectiveness and success of flight attendants' function.

According to the researches that are conducted on nurses by Rogers et al. (2004), QWL that is affected by long work hours cause errors of nurses. Since nurses work by shifts, excessive overtimes could affect concentration, performance, and functionalism. Therefore, errors may occur due to low degree of QWL of nurses. Misdoings and various errors might have influence psychological well-being in any means while those negative effects are intolerable in health sector. It is obvious that work environment is directly related with QWL for any job, excessive shifts and overtimes should be decreased for sustaining psychological well-being in order to provide stable work performance and motivation.

Dembe et al. (2005) states that QWL has a positive relationship with psychological well-being of workers, whom carry on jobs based on muscle force. According to research of Dembe et al. (2005), injury hazard rate of workers is bound with QWL

relatively that affects psychological well-being directly. Same as above lengthened work hours, overtimes and shifts emanate work related problems as well as problems that workers may face in ordinary life rather than work life.

In order to make positive contributions to individual's psychological well-being, organization must provide them some priorities such as below;

- ❖ Organization should enable fair salary and supplementary appropriation in order to provide socially acceptable standard of living to its employees.
- ❖ Fair working hours
- ❖ Reward system that should be appropriate to working performance of employee.
- ❖ Job security, minimum risk on job working accidents
- ❖ Social activities such as gym, sports area, team activities in order to increase team working
- ❖ Social insurance
- ❖ Company should implement social responsibility campaigns with the contribution of employees in order to increase their personnel values and beliefs
- ❖ Good leaders have taken place in one organization to inspire the employees and reveal their skills (Robbins& Coulter, 2005; p.433).

Hypothesis 3 (H3): Holding a managerial position moderates the relationship between QWL and PWB?

2.4.2 The relationship between Socio-cultural Dimensions and QWL

There are clear associations between key concepts. It seems obvious that the quality of work life is related with socio-cultural dimensions and there have been various researches about this relationship. Hofstede (1991) conducted study about Iran that is an Islamic community with an idiosyncratic culture because of its unique religious, historical and racial identities. According to Hofstede's cultural dimensions Iran highly scored on 'uncertainty avoidance' and 'power distance', a community with high power distance and high uncertainty avoidance encourages hierarchical and mechanistic structures, centralized decision making, preference for unambiguous rules and regulations, dependency on superiors for every condition. In a culture like these

managers do not ensure job fortification and authorization and workers do not mandatorily want the responsibilities.

In cultures where individualism is valued over collectivism, personal initiative and achievements are emphasized. The importance is given to individuals themselves or their close family. The ties among people are not that well established and restrictive. The work atmosphere accordingly revolves around the ideas of advancement and recognition. The collectivist cultures on the other hand, emphasize the integration into bigger groups with an 'unquestioning loyalty'. In such a society relationships with colleagues, job security and an amicable atmosphere are comparatively more significant than recognition, challenge, and advancement (Dimensions of National Cultures, n.d.).

In their research with the bank employees in India Ganesh and Paramasivam Ganesh (2014) found that masculinity and femininity are not "predictors" of QWL. Yet, gender emerged as the mediator of the masculinity-femininity and QWL. Nevertheless, male workers are found to be having worse QWL scores compared to female workers. Yet, it should also be underlined that of their 307 respondents, only the 99 were female. In other words, methodology of the research might have been influential in the results.

Socio-cultural dimensions and QWL intersects as they influence diverse aspects of human life; not only how workers evaluate their job but also their interpretation of their daily life including familial and social bonds as well as leisure time and financial activities (Sirgy et al., 2001). In other words, the effects of QWL exceed the occupational satisfaction of the employees as their non-work life is affected by QWL.

Cultural values that were determined by Hofstede (1980) such as power distance and uncertainty avoidance have significant influence on QWL. Accordingly, with the research conducted by Hofstede (1980) about the relationship between socio-cultural dimensions and QWL in Singapore as a low level of individualism country, Singaporeans are more communal and intimate in their work life rather than the countries that have high level of individualism.

The study conducted by Low (1984) in Singapore about the power distance dimension demonstrates that Singaporean companies have authoritarian managements, thus higher

ranked units are the decision-makers of the companies in Singapore. Correspondingly, Hofstede (1980) noted that the communities that have high level of power distance are low degree of QWL such as Singapore. Therefore, the notions of participation and democracy in a company that belongs to a community, which have a high level of power distance, have negative effects on QWL of individuals.

On the other hand, individuals, whom live in high level of power distance countries, are more likely to value the decisions of the superiors and place their jobs more centrally in their daily lives than lower level of power distance countries where the low degree of QWL occurs generally rather than the countries such as U.S.A. and Canada.

However, according to Hofstede (2008), the indulgence versus restraint dimension indicates that the countries that have high level of restraint have similarities with high level of power distance and uncertainty avoidance countries by all means such as low importance of leadership, independence and self-realization where the gratification is restrained and smothered. Therefore, the employees of the countries that have low indulgence versus restraint index place less importance on the notions of teamwork, friendship, job security.

In the aspect of the dimension of uncertainty avoidance, Hofstede (1980) indicated that the individuals, whom belong to high level of uncertainty avoidance, are more likely to feel uncomfortable in ambiguous and unclear situations. Therefore, the individuals, whom belong to high level of uncertainty avoidance, prefer to work in a strictly regulated and supervised work environment that comprises various conditions to prevent ambiguous and unclear situations. Thus more, the research conducted by Hofstede (1980) in Singapore justifies that Singaporean employees have low level of uncertainty avoidance where the main preference is soft regulations and supervision over work environment.

The study conducted by Tseng and Ismail (1991) indicates that labor force and developing technologies are significant on QWL of individuals in the aspect of the cultural dimensions. Thus, cultural dimensions are highly influenced by education level of employees and high level of technology while those effects cause positive expectations on employees towards better QWL in work environment.

3. METHODOLOGY

3.1 SAMPLE

Convenience sampling procedure was used and the respondents will be the members of 3 different global companies (IBM, Randstad and Tantitoni) in order to learn the perceived differences concerning socio-cultural dimensions in question. The data was collected from the respondents both through using internet facilities and by personal administration where it would be possible.

3.2 RESEARCH DESIGN

The quantitative research method was used to conduct the study, and the type of research design will be 'explanatory' and correlational in nature. Explanatory research aims to enlighten the problem by focusing on why and how the problem has happened by using theories and hypothesis. The main aim of this research type is to define if there are one or more than one depended variables (Mcrabb, 2010). Yet it may not unfortunately contain all the potential reasons for the given problem. Because the explanatory research focuses on some of the potential causes. It is the simplest type to comprehend and apply to the problem moreover the researcher does not have to spend too much time due to the fact that it has the aspect of quickest way of producing knowledge in the specific field or area. Explanatory research can be also applied in order to collect the basic data on the subject, the factors affecting the subject and its several results (Mcrabb, 2009). It was also cross-sectional study.

3.3 MEASUREMENT INSTRUMENTS

Three different measurement devices (psychological well-being scale, socio-cultural dimensions scale, and quality of work life scale) are going to be used as follows:

3.3.1 Psychological Well-Being Scale

Ed Diener and Robert Biswas-Diener developed this questionnaire in 2009. Flourishing Scale was the original title of this scale, and the reliability, and validity of the Flourishing Scale have been made by Telef in 2013.

Each item of the scale was answered on a 1–7 scale that ranges from Strong Disagreement to Strong Agreement. All items are phrased in a positive direction. Scores can range from 8 (Strong Disagreement with all items) to 56 (Strong Agreement with all items). High scores signify that respondents view themselves in positive terms in important areas of functioning. Although the scale does not separately provide measures of facets of well-being, it does yield an overview of positive functioning across various domains that are widely believed to be important (Diener& Biswas, 2011; p.111).

3.3.2 Quality of Work Life Scale

According to Sirgy et al. (2001), organization affords resources to its employees- financial and non-financial, and these resources intend to satisfy numerous needs (including economic, health and safety, social, and esteem) of employees. Further, satisfaction within the work life domain spills over to other domains of life and in this way influence the overall life fulfillment and psychological well-being of employees. Besides, research also indicates that satisfaction of employees' needs, like growth and development need of employees. QWL was measured by employing Sirgy's (2001) Quality of Work Life Scale (QWLS). This scale based on the seven needs of employees is gratified through means, activities, and results from their contribution in the workplace, which encompasses their QWL.

This measure of QWL constitutes total of 16 items. The QWLS is seven points scale ranging from (1) being 'Very Untrue' to (7) being 'Very True'. QWLS formed a consistency coefficient of 0.78. QWL measure was found to have both construct and numerical validity. (Roschelle, 1991).

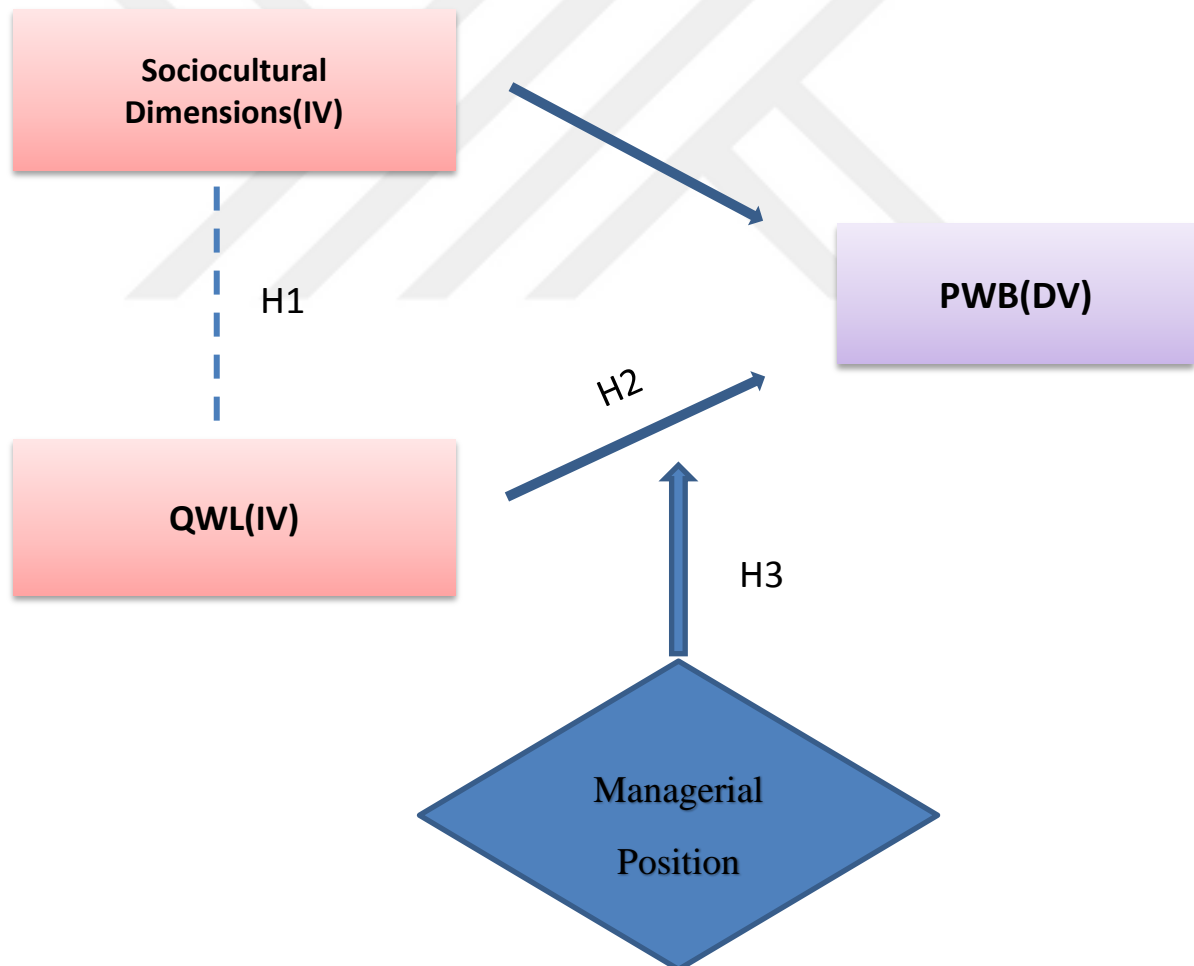
3.3.3 Socio-Cultural Dimensions Scale

This is a 26-Item Five-Dimensional Scale of Individual Cultural Values (CVSCALE) which was developed by Yoo and his colleagues (2011) to assess the differences in people's attitudes and behaviors along with 5 socio-cultural dimensions as developed by G. Hofstede. This is a 7-point Likert type questionnaire ranging from 'strongly-disagree' to 'strongly-agree'. The present study focuses on three socio-cultural dimensions (power distance, uncertainty avoidance and masculinity-femininity), and each dimension has four conceptual elements. Hence, these 12 items were used in the

questionnaire (See: Hofstede, 2011). There are also different researches conducted in Turkey which Hofstede's dimensions were used such as Macit, 2010; Altay, 2004. The author of this study re-arranged the questionnaire by taking into account of similar scales used both in Turkey and at abroad under the supervision of thesis advisor. A pilot study was also used to assess the validity and reliability of this scale. Since the outcomes of the pilot study were statistically satisfactory, it was decided to use the aforementioned scale.

3.4 RESEARCH MODEL

Figure 3.1 Research Model



3.5 RESEARCH VARIABLES

3.5.1 Sociocultural Dimensions

- Power Distance
- Uncertainty Avoidance
- Masculinity/Femininity

3.5.2 Quality of Work Life

- Health and safety needs
- Economic and family needs
- Social needs
- Esteem needs
- Actualization needs
- Knowledge needs
- Aesthetics needs

3.5.3 Managerial Position

3.5.4 Psychological Well-being

- Happiness
- Satisfaction with life
- Sense of rationality
- Affect balance
- Quality of life
- Optimism
- Psychological well-being
- Self-respect

3.6 RESEARCH HYPOTHESES

H1: Low level perception of uncertainty avoidance and high level power distance are negatively linked to quality of work life.

H2: There is a positive relationship between QWL and Psychological Well-Being.

H3: Holding a managerial position moderates the relationship between QWL and PWB.

4. RESEARCH FINDINGS

4.1 PARTICIPANTS

The participants of the survey comprised of 185 respondents from various organizations and 160 people responded to the survey. The gender break-down being 42% women as compared to 58% men. The age brackets of the respondents were 32.7% and 30.8% for 41+ years and 26-30 years respectively. While the 21-25 years was the age bracket of 11.9% and 14.5% people were between 31 and 35 years. Respondents aging between 36 and 40 were a little below 10% while only 0.6% was aged between 18 and 20. These figures are summarized in the table below:

Table 4.1 Number of Respondents

No. of respondents	160
Males/females (%)	58% / 42%
Age group	
18~20	0,6%
21~25	11,9%
26~30	30,8%
31~35	14,5%
41+	32,7%

As for work experience, 7,6% respondents had less than 1 year of experience. However, the majority of the respondents around 45,2% had more than 10 years of work experience. For 1-3 and 4-6 years of work experience the % age of respondents were 19,1% and 18,5% respectively. Lastly the respondents having work experience in the range of 7-9 years were about 9.6%. 6 respondents out of 160 did not answer the work experience question. These figures are summarized in the table below:

Table 4.2 Work Experience

Work Experience (years)	
Less than 1	7,6%
1~3	19,1%
4~6	18,5
7~9	9,6%
More than 10	45,2%

An overwhelming majority of the survey respondents i.e. 73.6% were the holders of university degree while 20.8% people were holding either masters or PhD degrees. Only 5.7% respondents had high school education. All of the respondents did answer the question pertaining to their educational background. These figures are summarized in the table below:

Table 4.3 Educational Back-Ground

Educational Back-ground	
High School Education	5.7%
University Degree	73.6%
Masters/PhD	20.8%

Finally, a little over half of the respondents i.e. 98 persons (54%) replied that they had some kind of supervisory or team leader responsibility while rest of the respondents out denied about having any such job responsibility.

4.2 RELIABILITY ANALYSES

The fact that a scale should constantly reflect it is measuring that is called reliability. There is a widespread method called the split half reliability. This technique splits the data into two halves. The tally for each contributor in the analysis is then calculated on the basis of each split of the scale. In this kind of reliability analysis, if the scale is very consistent, then the value of the person's score on either half of the scale would be comparable. In this sort of reliability analysis, the preceding fact would continue to be true for all the participants.

However, there is a major problem with this approach and that is there are numerous means with which a set of data can be halved, and thus the consequence could be several. In order to circumvent this problem, Cronbach (1951) introduced a quantity that is popular in reliability analysis. This quantity is roughly equal to the splitting of the data in two parts in every likely way and additionally calculating the correlation coefficient for each half. The average of these results is alike to the value of Cronbach's alpha.

There are essentially two varieties of alpha in reliability analysis. The first form is the normal version. The second form is the standardized version. The normal version of alpha is valid when the items on a scale are added to yield a solitary score for that scale. The standardized version of alpha is appropriate when the items on a scale are standardized before they are added up.

The satisfactory score of alpha in reliability analysis is 0.8, according to Kline (1999), in the instance of intelligence tests, and the acceptable score of alpha in reliability analysis is 0.7 in the instance of ability tests. While using Likert-type scales it is important to compute and report Cronbach's alpha coefficient for inherent reliability. The investigation of the data then must use these overlapping scales or subscales and not specific items. (Gliem & Gliem, 2003).

4.2.1 First 12 items:

The following table shows the Reliability Statistics and provides the actual value for Cronbach's alpha for first 12 items which were subjected to factor analysis. We can see that Cronbach's alpha is 0.827, which indicates a high level of internal consistency for Sociocultural Dimensions Scale with this our data sample.

Table 4.4 Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.828	.827	12

4.2.2 Next 16 items:

The following table shows the Reliability Statistics for Quality of Work Life Scale, and the C. alpha value is highly satisfactory and reliable.

Table 4.5 Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.945	.945	16

For next 16 items the alpha value is reported to be 0.945 which can be considered to be excellent regarding the reliability of the scale in terms of the construct it is measuring. It would slightly improve to 0.946 if question 17 would be deleted but this improvement is too slight to be of any significance and besides the lower value of corrected item correlation of 0.538 for this question reduces the need to eliminate this item from the data.

4.2.3 Last 8 items

The following table shows the Reliability Statistics and provides Cronbach's alpha value for the measurement instrument of Psychological Well-Being.

Table 4.6 Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.950	.951	8

For last 8 items the alpha value is reported to be 0.951 which can be again considered to be excellent regarding the reliability of the scale in terms of the construct it is measuring. And none of the items if deleted would have improved the alpha value so there was not any need to delete any item for this data set.

4.3 FACTOR ANALYSES

The purpose of the factor analysis is to define the sets of variables that are highly interrelated, known as factors (Hair et al, 2006). Factor analysis is a statistical method used to study the dimensionality of a set of variables.

4.3.1 Sampling Adequacy and Sphericity tests:

The data gathered through survey was subjected to Factor analysis after Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity in SPSS 17.0 for Windows. There are no IVs and DVs in Factor analysis, so everything one wants to get factors for just goes into the list labeled “variables.” Factor analysis requires an extraction method and a rotation method. The extraction method was principal component analysis (PCA). To check if there is redundancy between the variables of the data, The Bartlett’s test, is carried out. This test relates the observed correlation matrix to the identity matrix.

Sampling adequacy by “The Kaiser-Meyer-Olkin (KMO)” affords an index (between 0 and 1). This range speaks of the proportion of relevance i.e. they speak of the variables that might be of the common variance (Kaiser, 1970) The SPSS software package recommends that a KMO close to 1.0 provisions a factor analysis and if it is less than 0.5 then it is perhaps not suitable for a fruitful factor analysis.

KMO index for sociocultural dimensions questions are 0.818 which is considered ‘good’. While the Bartlett’s results clearly delineates correlation matrix from the identity matrix i.e. the sample inter-correlation matrix was distinct from a population where the inter-correlation matrix is an identity matrix, thus qualifying our data for the factor analysis.

As a result of the factor analysis, only three factors have their eigenvalue greater than 1, which is set to be the cut off value for the factors to be reserved. It may be noted that these reserved factors have a total variance of 34.8%, 17.2% and 10.4% respectively. While all the remaining factors are deemed not significant in the analysis. The three components extracted relate to the ‘Uncertainty Avoidance’ well defined through rules and procedures, ‘Power Distance’ and ‘Masculinity/Femininity’.

Table 4.7 Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,187	34,894	34,894	3,189	26,578	26,578
2	2,055	17,122	52,016	2,215	18,461	45,039
3	1,258	10,484	62,500	2,095	17,461	62,500
4	,813	6,777	69,278			
5	,766	6,380	75,657			
6	,619	5,160	80,818			
7	,563	4,690	85,508			
8	,495	4,126	89,634			
9	,444	3,697	93,331			
10	,361	3,006	96,337			
11	,270	2,253	98,590			
12	,169	1,410	100,000			

Extraction Method: Principal Component Analysis.

4.3.2 Component matrix

Having extracted three factors, the loading of all the variables in terms of these extracted factors have been shown in the following table of rotated component matrix. The higher absolute value of the loading reveals the amount of contribution of the corresponding factor to the variable. Loadings of values less than 0.5 have been left out as being not significant.

Table 4.8 Components

Sociocultural dimensions	Components		
	Uncertainty avoidance	Power Distance	Masculinity /Femininity
7. Rules and regulations are important because they inform me of what is expected of me.	,891		
6. It is important to closely follow instructions and procedures.	,885		
5. It is important to have instructions spelled out in detail so that I always know what I'm expected to do.	,827		
8. Standardized work procedures are helpful.	,817		
2. People in higher positions should not ask the opinions of people in lower positions too frequently.		,777	
3. People in higher positions should avoid social interaction with people in lower positions.		,739	
4. People in higher positions should not delegate important tasks to people in lower positions.		,677	
1. People in higher positions should make most decisions without consulting people in lower positions.		,637	

10. Men usually solve problems with logical analysis; women usually solve problems with intuition.	,757
9. It is more important for men to have a professional career than it is for women	,732
12. There are some jobs that a man can always do better than a woman.	,724
11. Solving difficult problems usually requires an active, forcible approach, which is typical of men.	,546

4.3.3 First Factor:

First factor which can be named as ‘uncertainty avoidance’ account for almost 35% of variance in the study, The above table clearly shows that this factor spelled in the component 5 to 8 are related to importance of rules and regulation as an important source of expectation from the employee weighs heavily on the uncertainty avoidance and hence it has a positive impact, similarly importance of closely followed instructions and procedures has its major impact on the avoidance of uncertainty and reduces high level power distance. Detailed spelled out instructions and standardized work procedures also ten to reduce the uncertainty in the work environment by clarifying the expectations from the employees and hence contribute positively to the QWL of the workers. Hence uncertainty avoidance is weighing heavily on the QWL and turns out to be the most important factor in this regard.

4.3.4 Second Factor:

The second component related with the power distance as measured in the component 1 to 4 are usually met with similar responses. The questions were designed on the concept of interaction of high ups with their lower ranked colleagues. People have responded in favor of high ups not taking the opinions of the lower rankers and taking most of the responsibility themselves thus justifying their position at the top. The concentration of important tasks with the people on higher position tends to be contributing to the overall QWL.

4.3.5 Third Factor:

This factor is related with gender distinction of the specific tasks hence named as 'Masculinity/Femininity'. It also tends to suggest that certain tasks in the organizations are gender specific and men and women alike are not expected to carry out each and every kind of task equally well. The logical analysis and forcible opinions being masculine attributes are better towards dealing with certain kinds of jobs while males are also more inclined towards perusal of professional careers.

4.3.6 Second Factor Analysis

Second factor analysis is made for 16 QWL questions. KMO index for quality of work life questions are 0.916 that is also considered 'good' and Bartlett's test of sphericity was found significant, $\chi^2 (120) = 1836,02, p < .01$). Also all of the communalities were above .30 which confirms that each item has a common variance with each other. These indicators show that questions of quality of work life scale was found suitable for factor analysis.

As a result of the factor analysis, three factors have their eigenvalue greater than 1, which is set to be the cut off value for the factors to be reserved. It may be noted that these reserved factors have a total variance of 54.9%, 8.7% and 7.2% respectively.

Table 4.9 Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8,781	54,881	54,881	4,317	26,981	26,981
2	1,387	8,670	63,551	4,137	25,858	52,839
3	1,150	7,185	70,736	2,863	17,896	70,736
4	,812	5,077	75,813			
5	,571	3,569	79,381			
6	,546	3,412	82,793			
7	,483	3,016	85,809			
8	,447	2,792	88,601			
9	,392	2,452	91,053			
10	,307	1,918	92,972			
11	,277	1,734	94,706			
12	,237	1,484	96,190			
13	,183	1,145	97,334			
14	,163	1,018	98,352			
15	,142	,890	99,242			
16	,121	,758	100,000			

Extraction Method: Principal Component Analysis.

4.3.7 Component Matrix

Having extracted three factors, the loading of all the variables in terms of these extracted factors have been shown in the following table of rotated component matrix. The higher absolute value of the loading reveals the amount of contribution of the corresponding factor to the variable. Loadings of values less than 0.5 have been left out as being not significant.

Table 4.10 Components

		Components	
Quality of Work Life		Health, friendship & vocational	Professional qualifications
			Gaining from the job
14. My job provides me a health insurance.	,776		
19. I have good friends at work.	,746		
13. I feel myself physically safe in my workplace.	,741		
15. I do my best to stay healthy and fit.	,738		
20. I can find enough time for other things apart from work.	,645		
22. The people in my workplace and/or my colleagues perceive and respect me as a professional and expert in my field.	,627		
21. At this work I think I'm being appreciated my work.	,500		
28. My work helps to improve my creativity outside of work.		,894	
27. There are many aspects that contain the creativity of my work.		,872	
26. My work allows me to strengthen my professional skills.		,738	

25. I constantly think that I have learned new things that will help me do my job better.	,658
24. I think that I am realizing my potential as an expert in my own business.	,617
23. I think my work allows me to realize all my potential.	,555
17. I think that my job in this workplace is guaranteed throughout life.	,804
18. My job offers good opportunities for my family.	,776
16. I am satisfied with the fee that I earn in return for the work I do.	,679

4.3.8 First Factor:

First factor that might be named as “health, friendship & vocational factors” account for almost 54,88% of variance in the study. This factor is about participants’ quality level of health in their work life, quality level of friendships in their work life and vocational factors that boost their quality of work life.

4.3.9 Second Factor:

The second factor related with the qualifications about job hence it is named as “professional qualifications”. This factor is about how participants’ job qualifications effect their quality of work life.

4.3.10 Third Factor:

The last factor can be named as “gaining from the job”. In this factor, three components are related to a person yield from a job. These three components are how the participants happy with their payments, how their jobs provide good opportunities to their family and how their jobs provide life-long guarantee to them.

Table 4.11 Descriptive Analysis of Key Research variables

	N	Min	Max	M	SD
Sociocultural Dimensions	160	1,00	6,00	3,48	1,10
Power Distance	159	1,00	7,00	4,83	1,74
Uncertainty Avoidance	160	1,00	6,33	2,63	1,30
Masculinity / Femininity	158	1,00	6,25	2,97	1,36
Quality of work life	159	1,13	7,00	4,34	1,49
Health and safety needs	157	1,00	7,00	4,93	1,84
Economic and family needs	158	1,00	7,00	3,68	1,70
Social needs	157	1,00	7,00	4,71	1,74
Esteem needs	157	1,00	7,00	4,46	1,88
Actualization needs	158	1,00	7,00	3,94	1,84
Knowledge needs	159	1,00	7,00	4,62	1,87
Aesthetics needs	158	1,00	7,00	3,96	2,04
Psychological Well-being	158	1,00	7,00	4,91	1,62

Descriptive analyses clearly showed that respondents' perceived level of quality of work life and their perceived level of psychological well-being indicating their very low level satisfaction.

For quality of work life scale, the participants' general scores are around "undecided", $M = 4,34$ ($SD = 1,49$). The participants' health and safety, social, and knowledge needs are around "slightly true", $M = 4,93$ ($SD = 1,84$), $M = 4,71$ ($SD = 1,74$), $M = 4,62$ ($SD = 1,87$), respectively. The participants' esteem, aesthetics, actualization and economic and family needs are around "undecided", $M = 4,46$ ($SD = 1,88$), $M = 3,96$ ($SD = 2,04$), $M = 3,94$ ($SD = 1,84$), $M = 3,68$ ($SD = 1,70$), respectively. Lastly, the participants' psychological well-being scores are around "slightly agree", $M = 4,91$ ($SD = 1,62$).

It was also understood that, the participants' general scores are around "slightly disagree", concerning three socio-cultural dimensions ($M = 3,48$; $SD = 1,10$). The participants' power distance scores are around "slightly agree", $M = 4,83$ ($SD = 1,74$). This outcome indicates that participants are favoring certain degree of power distance in organizations. The participants' uncertainty avoidance and masculinity / femininity scores are around "slightly disagree", $M = 2,63$ ($SD = 1,30$), $M = 2,97$ ($SD = 1,36$), respectively. These results can be understood that the respondents are ready for challenging with uncertainties and they are supporting 'equality' between female and male employees in organizations regarding having similar opportunities for promotions in their business lives.

Further correlation analyses which were made to see the relationships between the key concepts of the study, are shown as follows:

Table 4.12 The Results of the Correlation Analysis Between the Concepts of QWL, Psychological Well-Being and Socio Cultural Dimensions

	1.Uncertainty avoidance	2. Power distance	3.Masculinity/Femininity	4. Health & safety needs	5.Economic&familyneed	6. Social needs	7.Eesteem needs	8. Actualization needs	9. Knowledge needs	10. Aesthetics needs	11. PWB
1	1										
2	,279**	1									
3	,316**	,397**	1								
4	,591**	,162*	,246**	1							
5	,282**	,270**	,162*	,555**	1						
6	,570**	,183*	,319**	,660**	,501**	1					
7	,463**	,231**	,201*	,700**	,601**	,657**	1				
8	,378**	,274**	,290**	,604**	,623**	,584**	,698**	1			
9	,475**	,193*	,320**	,671**	,507**	,632**	,722**	,713**	1		
10	,349**	,264**	,318**	,503**	,440**	,442**	,613**	,661**	,750**	1	
11	,580**	,187*	,267**	,778**	,503**	,726**	,772**	,630**	,738**	,598**	1

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

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

It is found that there are significant positive correlations between psychological well-being and uncertainty avoidance, power distance, masculinity / femininity, health & safety needs, economic & family needs, social needs, esteem needs, actualization needs, knowledge needs, aesthetics needs, $r = ,580$, $r = ,187$, $r = ,267$, $r = ,778$, $r = ,503$, $r = ,726$, $r = ,772$, $r = ,630$, $r = ,738$, $r = ,598$, $p < ,05$, respectively.

There are significant positive correlations between aesthetics needs and uncertainty avoidance, power distance, masculinity / femininity, health & safety needs, economic & family needs, social needs, esteem needs, actualization needs, knowledge needs, $r = ,349$, $r = ,264$, $r = ,318$, $r = ,503$, $r = ,440$, $r = ,442$, $r = ,613$, $r = ,661$, $r = ,750$, $p < ,05$, respectively.

There are significant positive correlations between knowledge needs and uncertainty avoidance, power distance, masculinity / femininity, health & safety needs, economic &

family needs, social needs, esteem needs, actualization needs, $r = ,475$, $r = ,193$, $r = ,320$, $r = ,671$, $r = ,507$, $r = ,632$, $r = ,722$, $r = ,713$, $p < ,05$, respectively.

There are significant positive correlations between actualization needs and uncertainty avoidance, power distance, masculinity / femininity, health & safety needs, economic & family needs, social needs, esteem needs, $r = ,378$, $r = ,274$, $r = ,290$, $r = ,604$, $r = ,623$, $r = ,584$, $r = ,698$, $p < ,05$, respectively.

There are significant positive correlations between esteem needs and uncertainty avoidance, power distance, masculinity / femininity, health & safety needs, economic & family needs, social needs, $r = ,463$, $r = ,231$, $r = ,201$, $r = ,700$, $r = ,601$, $r = ,657$, $p < ,05$, respectively.

There are significant positive correlations between social needs and uncertainty avoidance, power distance, masculinity / femininity, health & safety needs, economic & family needs, $r = ,570$, $r = ,183$, $r = ,319$, $r = ,660$, $r = ,501$, $p < ,05$, respectively.

There are significant positive correlations between economic & family needs and uncertainty avoidance, power distance, masculinity / femininity, health & safety needs, $r = ,282$, $r = ,270$, $r = ,162$, $r = ,555$, $p < ,05$, respectively.

There are significant positive correlations between health & safety needs and uncertainty avoidance, power distance, masculinity / femininity, $r = ,591$, $r = ,162$, $r = ,246$, $p < ,05$, respectively.

There are significant positive correlations between masculinity / femininity and uncertainty avoidance, power distance, $r = ,316$, $r = ,397$, $p < ,05$, respectively.

There are significant positive correlations between power distance and uncertainty avoidance, $r = ,279$, $p < ,05$, respectively.

It was found that all of the concepts of QWL, psychological well-being and socio cultural dimensions are positively and significantly correlated with each other.

These correlations also are the answer to the first research question of the study:

“What is the nature of the relationships between the concepts of QWL, psychological well-being and socio cultural dimensions?”

4.4 HYPOTHESIS TESTING

The first hypothesis is;

“Low level perception of uncertainty avoidance and high level power distance are negatively linked to quality of work life.”

The first hypothesis is also related to third research question is;

“What is the nature of associations between three socio-cultural dimensions (power distance, uncertainty avoidance, masculinity/femininity) and both QWL and PWB?”

In order to find the answer of the third research question and first hypothesis, firstly, multiple linear regression method was applied for socio-cultural dimensions and QWL. Table 4.13 shows the effect of sociocultural dimensions on QWL.

Table 4.13 The Results of Multiple Linear Regression Analysis of Sociocultural Dimensions and QWL

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,627	,336		4,842	,000
Power distance	,115	,086	,097	1,334	,184
Uncertainty avoidance	,411	,061	,479	6,755	,000
Masculinity / Femininity	,142	,082	,128	1,733	,085

Dependent Variable: QWL

$R^2 = ,328$

$F(3, 156) = 24,922, p < ,05$

The regression model where sociocultural dimensions were the independent variables and QWL was the dependent variable was found statistically significant and R^2 was ,328, $F(3, 156) = 24,922$, $p < ,05$. The sociocultural dimensions can explain the %32,8 of the QWL's variance. It is found that uncertainty avoidance has significant positive effect on QWL, $\beta = ,479$, $p < ,05$. However, it is found that power distance and masculinity / femininity have not any significant effect on QWL, $\beta = ,097$, $\beta = ,128$, $p > ,05$, respectively. These results show that the first hypothesis was rejected.

Second part of the third research question is finding association between sociocultural dimensions and PWB. In order to do this, multiple linear regression method was applied. Table 4.14 shows the effect of sociocultural dimensions on PWB.

Table 4.14 The Results of Multiple Linear Regression Analysis of Sociocultural Dimensions and PWB

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,081	,361		5,772	,000
Power distance	,004	,092	,003	,049	,961
Uncertainty avoidance	,516	,065	,552	7,895	,000
Masculinity / Femininity	,110	,088	,091	1,254	,212

Dependent Variable: PWB

$R^2 = ,346$

$F(3, 156) = 27,034$, $p < ,05$

The regression model where sociocultural dimensions were the independent variables and PWB was the dependent variable was found statistically significant and R^2 was ,346, $F(3, 156) = 27,034$, $p < ,05$. The sociocultural dimensions can explain the %34,6 of the PWB's variance. It is found that uncertainty avoidance has significant positive effect on PWB, $\beta = ,552$, $p < ,05$. However, it is found that power distance and masculinity / femininity have not any significant effect on PWB, $\beta = ,003$, $\beta = ,091$, $p > ,05$, respectively.

It is found that there is a significant and positive association between uncertainty avoidance and both QWL and PWB.

The second hypothesis is;

“There is a positive relationship between QWL and Psychological Well-Being.”

Second hypothesis was tested with Pearson correlation analysis.

Table 4.15 The Results of Correlation Analysis between QWL and Psychological Well-Being

		Psychological Well-Being
QWL	r	,829
	p	,000
	N	158

4.15 table indicates that there is a statistically significant positive relationship between QWL, and PWB so second hypothesis is acceptable.

The third hypothesis is;

“Holding a managerial position moderates the relationship between QWL and PWB.”

Also the fourth and last research question is;

“Whether or not holding a managerial position moderates the relationship between QWL and PWB?”

In order to find the answer of the fourth research question and third hypothesis, moderation analysis was applied. Table 4.16 shows the moderation effect of managerial position on QWL and PWB.

Table 4.16 The Results of Moderation Analysis of QWL, Managerial Position and PWB

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,474	,333		1,422	,157
QWL	,921	,049	,846	18,826	,000
Managerial position	,309	,146	,095	2,122	,035

Dependent Variable: PWB

$$R^2 = ,697$$

$$F(2, 157) = 177,968, p < ,05$$

Model 2

(Constant)	,942	,698		1,348	,179
QWL	,813	,149	,747	5,451	,000
Managerial position	-,013	,447	-,004	-,030	,976
QWL X Managerial position	,076	,099	,132	,762	,447

Dependent Variable: PWB

$$R^2 = ,698$$

$$R^2 \text{ change} = ,001$$

$$F(3, 157) = 118,519, p < ,05$$

Model 1, where QWL was the independent variable, managerial position was the moderator variable and PWB was the dependent variable, was found statistically significant and R^2 was ,697, $F(2, 157) = 177,968$, $p < ,05$. In this model, QWL and managerial position has significant positive effect on PWB, $\beta = ,846$, $\beta = ,095$, $p < ,05$.

In model 2 where it was found whether there was a moderation or not, QWL dimensions was the independent variable, managerial position was the moderator variable, QWL x managerial position was the interaction term and PWB was the dependent variable. Model 2 was found statistically significant and R^2 was ,698, $F(3, 157) = 118,519$, $p < ,05$. In this model, with the interaction term, the effect of QWL on PWB was still significant, $\beta = ,747$, $p < ,05$. However, QWL x managerial position interaction was found not significant, $\beta = ,132$, $p > ,05$. This results show that managerial position does not moderate the relationship between QWL and PWB. The answer of the fourth research question is whether or not holding a managerial position does not moderate the relationship between QWL and PWB. The third hypothesis was rejected.

The second research question is;

“Which conceptual dimensions of QWL explain the variance in the concept of PWB?”

In order to find the answer of the second research question, multiple linear regression method was applied. Table 4.17 shows the effect of conceptual dimensions of QWL on PWB.

Table 4.17 The Results of Multiple Linear Regression Analysis of Conceptual Dimensions of QWL and PWB

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,772	,208		3,708	,000
Health & safety needs	,295	,056	,333	5,253	,000
Economic & family needs	-,063	,052	-,066	-1,215	,226
Social needs	,222	,055	,238	4,008	,000
Esteem needs	,241	,061	,279	3,976	,000
Actualization needs	-,028	,060	-,032	-,472	,638
Knowledge needs	,137	,068	,158	1,996	,048
Aesthetics needs	,069	,053	,086	1,305	,194

Dependent Variable: PWB

$$R^2 = ,762$$

$$F(7, 156) = 68,175, p < ,05$$

The regression model where concepts of QWL were the independent variables and PWB was the dependent variable was found statistically significant and R^2 was ,762, $F(7, 156) = 68,175, p < ,05$. The concepts of QWL can explain the %76,2 of the PWB's variance. It is found that health & safety, social, esteem and knowledge needs have significant positive effect on PWB, $\beta = ,333, \beta = ,238, \beta = ,279, \beta = ,158, p < ,05$, respectively. However, it is found that economic & family, actualization and aesthetics needs have not any significant effect on PWB, $\beta = -,066, \beta = -,032, \beta = ,086, p > ,05$, respectively.

It is found that health & safety, social, esteem and knowledge needs explain the variance in the concept of PWB.

4.4.1 Independent T-Test Analyses

Several independent t-test analyses were made for understanding the differences in the perceptions of female and male respondents about the key research concepts of quality of work life, socio-cultural dimensions and psychological well-being. The Table 4.18 shows the results.

Table 4.18 Independent Samples T Test between Gender and Sociocultural Dimensions

Sociocultural Dimensions	Gender	N	M	SD	t	p
Power distance	Male	92	2,79	1,26	2,133	,034
	Female	67	2,35	1,27		
Uncertainty avoidance	Male	92	4,76	1,83	-,606	,545
	Female	67	4,93	1,61		
Masculinity	/ Male	90	3,09	1,36	1,465	,145
Femininity	Female	67	2,77	1,31		

It is found that, there is a significant difference between males and females according to their power distance scores, $t = 2,133$, $p < ,05$. It is seen that males have significantly more power distance scores than females. On the other hand, there are no significant differences between males and females according to their uncertainty avoidance and masculinity / femininity scores, $t = -,606$, $t = 1,465$, $p > ,05$, respectively.

In order to analyze whether there is a significant difference between genders according to their concepts of quality of work life scores, independent samples T test was applied. Table 4.19 shows the relationship between gender and quality of work life concepts.

Table 4.19 The Results of Independent Samples T Test between Gender and Quality of Work Life

Quality of Work Life	Gender	N	M	SD	t	p
Health & safety needs	Male	90	5,08	1,80	1,189	,236
	Female	67	4,73	1,88		
Economic & family needs	Male	90	3,94	1,70	2,331	,021
	Female	67	3,31	1,65		
Social needs	Male	90	4,74	1,73	,311	,756
	Female	67	4,66	1,76		
Esteem needs	Male	90	4,60	1,88	1,093	,276
	Female	67	4,27	1,87		
Actualization needs	Male	91	4,07	1,87	,977	,330
	Female	67	3,78	1,81		
Knowledge needs	Male	91	4,70	1,83	,696	,487
	Female	67	4,49	1,95		
Aesthetics needs	Male	91	4,05	2,04	,666	,506
	Female	67	3,84	2,06		

It is found that, there is a significant difference between males and females according to their economic & family needs, $t = 2,331$, $p < ,05$. It is seen that males have significantly more economic & family needs than females. On the other hand, there are no significant differences between males and females according to their health & safety, social, esteem, actualization, knowledge, aesthetics needs, $t = 1,189$, $t = ,321$, $t = 1,093$, $t = ,977$, $t = ,696$, $t = ,666$, $p > ,05$, respectively.

In order to analyze whether there is a significant difference between genders according to their psychological well-being scores, independent samples T test was applied. Table 4.20 shows the relationship between gender and psychological well-being scores.

Table 4.20 The Results of Independent Samples T Test between Gender and Psychological Well-Being

	Gender	N	M	SD	t	p
Psychological well-being	Male	91	4,90	1,57	-,104	,918
	Female	67	4,92	1,69		

It is found that, there is no significant differences between males and females according to their psychological well-being scores, $t = -,104$, $p > ,05$.

In order to analyze whether there is a significant difference between participants who have a managerial position and participants who don't have any managerial position according to their sociocultural dimension scores, independent samples T test was applied. Table 4.21 shows the relationship between managerial positions and sociocultural dimensions.

Table 4.21 The Results of Independent Samples T Test between Managerial Positions and Sociocultural Dimensions

Sociocultural Dimensions	Managerial position	N	M	SD	t	p
Power distance	Yes	86	2,65	1,33	,437	,663
	No	73	2,56	1,22		
Uncertainty avoidance	Yes	86	4,68	1,87	-1,162	,247
	No	73	5,00	1,56		
Masculinity / Femininity	Yes	84	2,94	1,41	-,127	,899
	No	73	2,97	1,27		

It is found that, there are no significant differences between participants who have a managerial position and participants who don't have any managerial position according to their power distance, uncertainty avoidance and masculinity / femininity scores, $t = ,437$, $t = -1,162$, $t = -,127$, $p > ,05$, respectively.

In order to analyze whether there is a significant difference between participants who have a managerial position and participants who don't have any managerial position according to their concepts of quality of work life scores, independent samples t test was applied. Table 4.22 shows the relationship between managerial positions and quality of work life concepts.

Table 4.22 The Results of Independent Samples T Test between Managerial Positions and Quality of Work Life

Quality of Work Life	Managerial position	N	M	SD	t	p
Health & safety needs	Yes	84	5,10	1,79	1,203	,231
	No	73	4,74	1,88		
Economic & family needs	Yes	84	3,95	1,75	2,280	,024
	No	73	3,34	1,59		
Social needs	Yes	84	4,76	1,73	,422	,673
	No	73	4,64	1,76		
Esteem needs	Yes	84	4,88	1,89	3,057	,003
	No	73	3,98	1,77		
Actualization needs	Yes	85	4,21	1,92	1,951	,053
	No	73	3,64	1,71		
Knowledge needs	Yes	85	4,82	1,82	1,478	,141
	No	73	4,38	1,93		
Aesthetics needs	Yes	85	4,31	2,08	2,358	,020
	No	73	3,55	1,93		

It is found that, there are significant differences between participants who have a managerial position and participants who don't have any managerial position according to their economic & family, esteem and aesthetics needs, $t = 2,280$, $t = 3,057$, $t = 2,358$, $p < ,05$. It is seen that participants who have a managerial position have significantly

more economic & family, esteem and aesthetics needs than participants who don't have any managerial position. On the other hand, there are no significant differences between participants who have a managerial position and participants who don't have any managerial position according to their health & safety, social, actualization, knowledge needs, $t = 1,203$, $t = ,422$, $t = 1,951$, $t = 1,478$, $p > ,05$, respectively.

In order to analyze whether there is a significant difference between participants who have a managerial position and participants who don't have any managerial position according to their psychological well-being scores, independent samples T test was applied. Table 4.23 shows the relationship between managerial positions and psychological well-being scores.

Table 4.23 The Results of Independent Samples T Test between Managerial Positions and Psychological Well-Being

		Managerial position	N	M	SD	t	p
Psychological well-being	Yes		85	4,99	1,60	,678	,499
	No		73	4,81	1,65		

It is found that, there is no significant differences between participants who have a managerial position and participants who don't have any managerial position according to their psychological well-being scores, $t = ,678$, $p > ,05$.

5. DISCUSSION

This study is about trying to find out the association between employees' perception of three socio-cultural dimensions, quality of work life and psychological well-being.

The research results indicated that firstly within three sociocultural dimensions which are power distance, uncertainty avoidance and masculinity/femininity, among them only socio-cultural dimension of uncertainty avoidance has a significant influence on the quality of work life and respondents' psychological well-being. This finding clearly indicates that uncertainty avoidance has more important, somewhat a key role on the cultural and individual values of respondents. On the other hand, participants' perceived power distance and difference between male and female employees do not have a significant effect on their quality of work life and their psychological well-being.

Although, it was expected that holding a managerial position will be made a moderation effect between sociocultural dimensions, quality of work life and psychological well-being, the outcomes clearly showed that such a moderation effect does not exist. It means that the relationship between quality of work life and psychological well-being was not influenced by holding a managerial position; most probably the reason is related with the low level of respondents' perceptions about the quality of work life and psychological well-being.

It was also found that there is strong, positive and significant correlation between quality of work life and psychological well-being. In addition to that, this strong, positive and significant correlation is found between all the concepts of quality of work life and psychological well-being. This result can be interpreted as if a person's psychological well-being increases, his/her quality of work life also increases and if a person's psychological well-being decreases, his/her quality of work life also decreases. In order to understand this relationship, regression analysis was applied. The results show that health & safety, social, esteem and knowledge needs have significant positive effect on psychological well-being. It means that when a person's health & safety, social, esteem and knowledge needs were satisfied, he/she will be psychologically healthier.

It is seen that in descriptive analysis, participants' general scores about sociocultural dimensions are around "slightly disagree" which means that participants think sociocultural dimensions should not be exist and they want that everyone is treated as equal. Participants' uncertainty avoidance and masculinity / femininity scores are also around "slightly disagree". This can be interpreted as they do not want any uncertain situations and they want gender equality. On the other hand, participants' power distance scores are around "slightly agree". They think that there should be a superior-subordinate relationship in other words power distance. In quality of work life, participants' general scores are around "undecided" and this means that they do not decide whether they satisfy with their work life or not. Participants' health and safety, social, and knowledge needs are around "slightly true" and this can be interpreted as these needs are slightly satisfied in their work life. However, their esteem, aesthetics, actualization and economic and family needs are around "undecided" which means they are in between deciding whether they satisfied or not satisfied with these needs in their work life. Lastly, when it is looked at the psychological well-being scores, it is seen that their scores are around "slightly agree". It can be said that participants feel that they are a little psychologically healthy.

In this study, males have significantly more power distance scores than females. It means that, males believe that there is a power distance and there is an unequal distribution of power among people more than females. Gender differences are also found in quality of work life. Males have significantly more scores in economic & family needs than females. It means that, male participants believe that quality of work life is depended to payment, job security and having enough time from work to spare time with family more than female participants.

The results of the analysis also show that whether holding a managerial position affects some of the concepts in quality of work life. It was found that holding a managerial position influence economic & family needs, esteem needs and aesthetics needs in participants. Participants who hold a managerial position give more importance to payment, job security, having enough time from work to spare time with family, recognition and appreciation of theirs work, and creativity than the participants who don't hold any managerial position.

5.1 Managerial Implications:

In the light of the findings of the study, it is obvious that managers should care for betterment of quality of work life because it is related with psychological well-being, job satisfaction and directly well-being of their employees. If the managers pay an attention to this point, it is thought that the work performance of employees will be better.

Managers should pay attention to consider about the impact of managerial practices. Positive well-being synergies take place when managerial practices have a positive effect on multiple dimensions of employee well-being. Intensive consideration of the diverse effect of managerial practices on employee well-being may permit organizations to succeed positive well-being synergies (Grant, Christianson & Price, 2007; p:56).

In consistent with the literature, male employees seek for more power in organizations in compare to the female employees as a result of this study. However, no difference was found in relation to other socio cultural dimensions. Also males have more economic & family needs than females and this may lead to some diversities between men and female employees on organizations.

In this study, especially esteem, aesthetics, actualization, economic and family needs of participants obviously were not perceived by the respondents as satisfactory. It may mean that these people are not satisfied in our country from companies and their general life. Consequently, these findings indicate the importance of managers' efforts to pay more attention to these issues profoundly for the sake of organizational efficiency.

Quality of work life especially has a key role in terms of managerial organizational functioning. Therefore, managers should increase QWL and ensure that employees work more efficiently. In addition to this, organizations and managers should seek the ways for increasing the QWL in order to retain the best employees and attract the most talented employees.

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APPENDICES

Bu soru formu bir **tez çalışması** çerçevesinde yürütülmekte olan bilimsel bir araştırma nedeniyle sizlere iletilmiştir. Çalışmanın amacı **iş dünyasında** genel iş-görme prensipleri, iş ortamlarında en çok uygulanan yönetim ilkeleri ve çalışanların bu konulara yönelik algılarını değerlendirmektir. Bu iş yerinden **gerekli izin sağlanmış olup**, çalışmanın sonuçları Yeditepe Üniversitesi danışman öğretim üyesinin gözetiminde istatistiksel olarak ve gizlilik anlayışıyla değerlendirilecektir. Verdiğiniz cevaplar sadece bu anket için geçerli olacak ve gelecekte herhangi farklı bir çalışmada kullanılmayacaktır. Katkı ve ilginiz için teşekkür ederiz.

Lütfen önce aşağıdaki 5 genel bilgi sorusunu yanıtlayınız.

A. *Cinsiyetiniz:*

Erkek Kadın

B. *Yaşınız:*

18-20 21-25 26-30 31-35 36-40 41+

C. *Eğitim durumunuz:*

İlk-ortaokul Lise Üniversite Yüksek lisans /doktora

D. *Bugüne kadar ki iş yaşamınızda toplam çalışma süreniz:*

1 yıldan az 1 - 3 yıl 4 - 6 yıl 7 - 9 yıl 10 + yıl

E. *Yaptığınız işinizle ilgili olarak yönetsel (süpervizör, takım lideri vb.) bir pozisyonunuz var mıdır?*

Evet Hayır

APPENDIX 1 – Sociocultural Dimensions Questionnaire

Aşağıda, iş dünyasındaki uygulamalara ilişkin farklı görüşler içeren 36 **madde** ve 3 bölüm yer almaktadır. İlk bölümde kişisel yaşamınızla ilgili sorular yer almaktadır. İkinci bölümde işyeri yaşamınızda ast-üst ve kadın-erkek çalışan değerlendirmesi ile ilgili sorular yer almaktadır. Üçüncü bölümde ise çalışma yaşam kalitenizi ölçen sorular bulunmaktadır. Lütfen, yalnız çalıştığınız bu iş yerinin koşullarını düşünerek, her bir ifadeye **ne ölçüde katıldığınızı işaretleyiniz**.

	Kesinlikle katılmıyorum “1”	katılmıyorum “2”	Pek katılmıyorum “3”	Kararsızım “4”	Biraz katılıyorum “5”	“6” katılıyorum	Tamamen katılıyorum “7”
1. Üst pozisyonlarda görev alan kişiler birçok kararı alt pozisyonda çalışan kişilere danışmadan vermelidir.	1	2	3	4	5	6	7
2. Üst pozisyonlarda çalışan kişiler, alt pozisyonda çalışan kişilere sıklıkla fikirlerini sormamalıdır.	1	2	3	4	5	6	7
3. Üst pozisyonlarda çalışan kişiler, alt pozisyonlarda çalışan kişilerle sosyal iletişim kurmaktan kaçınmalıdır.	1	2	3	4	5	6	7
4. Üst pozisyonlarda çalışan kişiler, önemli konularda alt pozisyonlarda çalışan kişilere yetki vermemelidir.	1	2	3	4	5	6	7
5. Her zaman ne yapmam gerektiğini açık bir şekilde ortaya koyan talimatların olması önemlidir.	1	2	3	4	5	6	7

6. Talimatları ve prosedürleri yakın bir şekilde takip etmek önemlidir.	1	2	3	4	5	6	7
7. Kural ve düzenlemeler önemlidir çünkü beni ne yapmam gerektiği konusunda bilgilendirirler.	1	2	3	4	5	6	7
8. Standart çalışma prosedürleri yararlıdır.	1	2	3	4	5	6	7
9. Erkeklerin profesyonel bir kariyere sahip olmaları, kadınların profesyonel bir kariyere sahip olmalarından daha önemlidir.	1	2	3	4	5	6	7
10. Erkekler genellikle problemleri mantık çerçevesinde çözerken, kadınlar problem çözmede sezgileri ile hareket ederler.	1	2	3	4	5	6	7
11. Karmaşık sorunları çözerken erkekler tipik olarak güç kullanarak, zorlayıcı bir yaklaşımla hareket ederler.	1	2	3	4	5	6	7
12. Bazı işleri erkekler her zaman kadınlardan daha iyi yaparlar	1	2	3	4	5	6	7

APPENDIX 2- Quality of Work Life Questionnaire

	Kesinlikle katılmıyorum “1”	katılmıyorum “2”	Pek katılmıyorum “3”	Kararsızım “4”	Biraz katılıyorum “5”	“6” katılıyorum	Tamamen katılıyorum “7”
1. Kendimi işyerimde fiziksel olarak güvende hissedirim.	1	2	3	4	5	6	7
2. İşim bana sağlık güvencesi sağlar.	1	2	3	4	5	6	7
3. Sağlıklı ve zinde kalmak için elimden geleni yaparım.	1	2	3	4	5	6	7
4. Yaptığım işin karşılığında aldığım ücretten memnunum.	1	2	3	4	5	6	7
5. Bu işyerindeki işimin yaşam boyunca garanti altında olduğunu düşünüyorum.	1	2	3	4	5	6	7
6. İşim ailem için iyi olanaklar sunar.	1	2	3	4	5	6	7
7. İşyerimde iyi arkadaşlarım var.	1	2	3	4	5	6	7
8. İşim dışında yaşamdaki diğer şeylere ayıracak yeterli zamanı bulabiliyorum.	1	2	3	4	5	6	7
9. Bu iş yerindeki işimde takdir edildiğimi düşünüyorum.	1	2	3	4	5	6	7

10. Bu işyerindeki insanlar ve/veya meslektaşlarım beni alanında profesyonel ve uzman biri olarak algılayıp saygı gösterirler.	1	2	3	4	5	6	7
11. İşimin bütün potansiyelimi gerçekleştirilmeme olanak sağladığını düşünürüm.	1	2	3	4	5	6	7
12. Kendi iş kolumda bir uzman olarak potansiyelimi gerçekleştirmekte olduğumu düşünüyorum.	1	2	3	4	5	6	7
13. Sürekli olarak işimi daha iyi yapmama yardımcı olacak yeni şeyler öğrendiğimi düşünüyorum.	1	2	3	4	5	6	7
14. İşim mesleki becerilerimi güçlendirmeme olanak sağlar.	1	2	3	4	5	6	7
15. İşimin yaratıcılık içeren birçok yönü var.	1	2	3	4	5	6	7
16. İşim, iş dışında da yaratıcılığımı geliştirmeme yardımcı olur.	1	2	3	4	5	6	7

APPENDIX 3 – Psychological Well-Being Questionnaire

	Kesinlikle katılmıyorum “1”	katılmıyorum “2”	Pek katılmıyorum “3”	Kararsızım “4”	Biraz katılıyorum “5”	katılıyorum “6”	Tamamen katılıyorum “7”
1. Bir amaca yönelik, anlamlı bir yaşam sürdürüyorum.	1	2	3	4	5	6	7
2. Sosyal ilişkilerim, amaçlarımı destekleyici nitelikte ve tatmin edicidir.	1	2	3	4	5	6	7
3. Günlük aktivitelereime bağlı ve ilgiliyim.	1	2	3	4	5	6	7
4. Başkalarının mutlu ve iyi olmasına aktif olarak katkıda bulunurum.	1	2	3	4	5	6	7
5. Benim için önemli olan etkinliklerde yetenekli ve yeterliyim.	1	2	3	4	5	6	7
6. Ben iyi bir insanım ve iyi bir hayat yaşıyorum.	1	2	3	4	5	6	7
7. Geleceğim hakkında iyimserim.	1	2	3	4	5	6	7
8. İnsanlar bana saygı duyar.	1	2	3	4	5	6	7