

THE MODERATOR ROLE OF PSYCHOLOGICAL CAPITAL BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND WORK-FAMILY BALANCE: A SERVICE SECTOR RESEARCH

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Abstract

Studies on work-family conflict and balance are carried out in management/organization literature and these studies mostly focus on work-family conflict. It is thought that studying work-family relationship with a view of positive psychology and focusing the balance concept rather than conflict will result more positively. In studies conducted so far, it has been shown that there are meaningful effects of organizational support on work-family balance. However, although they are working in the same organization, taking the presence of people at odds with balancing between work and family into account, it is apparent that there are some personal factors inside. The studies in the literature tries to explain this problem with mostly general discrepancies in personalities such as age and gender and they seldom focus on psychological and cognitive background. The aim of this study is to search how the psychological capital of people play a role between perceived organizational support and work-family balance and to emphasize the psychological and cognitive background which was overlooked by other studies. Research hypotheses have been tested by SPSS and AMOS with the data gathered by field research and thus, it has been observed that psychological capital of people play a moderator role in the relationship between work and family balance with the support of organization and manager.

Keywords: *Psychological capital, work-family balance, perceived organizational support*

1. Introduction

When we think about the sources necessary for the enterprises, although financial and monetary sources seem in the foreground, existence of human is the most important source. However, as it has been at all types of sources, human source also should be managed within a scale and should be disposed economically as expressed in the past. This situation is valid both within the HR policies and individual level. In individual means, employees to “economically use” themselves and develop their areas of effect are extremely important. Formation of balance is extremely important for the employees to achieve sustainable success and forward without problem at their business life and private life.

There have been studies on work – family conflict and balance at management / organization literature and these studies mostly focus on work – family conflict. It is thought that studying work-family relationship with a view of positive psychology and focusing the balance concept rather than conflict will result more positively. Again, at the studies performed, it is showed that organizational support has significant effects on work – family conflict and balance. However, when it is taken the existence of the people that have differences in establishing work – family balance into consideration although they have been in activity at the same organization, it is apparent that there are some personal factors in this matter.

At this point, the problem of the research is formed on the following question; “For the employees that are in activity at the same organization, why do we observe different results of the effect of organizational support on work – family balance?” Without doubt, this circumstance is because of the different character traits. However, studies

that are performed are looking for answer to this question from general personality differences such as age and sex and they rarely focus on psychological and mental background of this question. Together with the positive psychological point of view, it is thought that with different psychological capital underground may have effects on this circumstance. In order to solve such a problem academically and scientifically, it has been necessary to perform a research in scope of social science methods. The research proposal¹ that was developed for this research and concerning studies are given at the proceeding pages.

Purpose; Purpose of this study is to make a research on what type of role psychological capitals of the individuals plays between the perceived organizational behavior and work – family balance.

Importance of the Study; When we have examined the studies performed on the work – family interaction, it is seen that they generally focus on the work – family conflict. Moreover, there are studies that have examined the relationship between the organizational support and work – family balance and how these relationships have been effected by the individual factors and the probable individual effects have been more general individual differences that have not focused on the mental underground such as age and sex. The aim of this study is to search how the psychological capital of people play a role between perceived organizational support and work-family balance and to emphasize the psychological and cognitive background which is overlooked by other studies. Besides, it is handling the research problematic within positive psychology and has the allegation of being one of the important studies that moves with the view of focusing on positive at the work – family literature.

Hypothesis; Since perception and manners of the participants will be used together with the questionnaire method at the measurement of the variables, it is confusing whether such measurement results will show the real circumstance or not. In this study, it is assumed that the perceptive evaluations on research variable will reflect the truth as much as possible.

Since study is based on sectional research method, perception and manners of the participants on specific variables on specific periods are being examined. This situation may cause other variables that may have effects on the dependent variable to be undervalued or psychological and mental position of the participants at that moment to have unfair effects on the results. To start with this point and positivist science approach, it is assumed that the study is performed under normal conditions.

2. Literature Review

2.1 Perceived Organizational Support

Organizational support expresses the situation in which the organizational values care the well – being of the employees and have the functions and features that increase their happiness (Eisenberger et al 1990). Since it contents the organization to accept its employees as a value and make people feel this, it effects employees' feelings towards organization positively and it meets employees' needs of belonging, respect and approval (Armeli et al 1998: 299, Eisenberger et al. 2002).

One of the important points about the perceived organizational support concept is that members of the organization see the various activities, attitudes and behaviors performed by the representatives of the organization as indicators of the intentions of its upper mind not as their individual choices, that is to say, they attribute the behaviors of the members of the organization to the general of the organization. (Hochwarter et al, 2003). This situation also displays the dimensions of the quantity and quality of the organizational and individual factors effected by the climate of organizational support.

In the studies performed, it is seen that the organizational support that is perceived has effected many concepts such as emotional dependence, continuity dependence, leader member interaction, political behavior, procedural justice

and work satisfaction (Rhoades and Eisenberger 2002). Rhoades and Eisenberger (2002), in their comprehensive literature study, they displayed that premises of the organizational support that was perceived were fair organizational procedures, supervisor support, reasonable rewards and working conditions and the results were emotional dependence to the organization, increase at the personal and organizational performance and reduce at the negative behaviors.

2.2 Work – Family Balance

Work – family balance is a concept concerning to the relationships between roles of the employees between their work life and family life. Although work – family balance takes place too much at the literature, it doesn't have a definition that is agreed on. As mentioned at these definitions, when work – family balance was defined by Voydanoff (2005) as work sources to meet the demands of the family and family sources to meet the demands of the work mutually and efficiently, Grzywacz & Carlson (2007) objected to the generalization of this definition and asserted that definition of work and family balance can be done by starting from the personal experiences of the individuals related to their social context. Erben & Ötken (2014), by adding the individuals into the definition; attested that the targets and demands on one of the family and individual fields have not been taking the time that is allocated for others, enough time has been allocated for each of them and there is a balance. In the circumstances in which there is work – family imbalance, there is work – family conflict. Work – family conflict appears because of the individuals to have more than one role such as mother – father and wife – husband (Turunç & Çelik, 2010).

When we take into consideration to the common points of the different approaches on work – family balance, we can make the definition of this concept as allocating suitable time and show interest to the each of the roles by giving the required sacrifice to both their works and families. Although work – family balance has been tried to be explained in different ways, according to Erben & Ötken (2014), understanding of the individuals on balance is subjective. So, this balance differs from person to person and the circumstance of balance perceived for any person may be seen as imbalance for another person. Individuals that care about work and family in different degrees to allocate more time and show interest to the fields that they care about doesn't mean that they have been away from the balance and besides, Kapız (2002) mentions that individuals don't see this situation as imbalance.

Today it is difficult for the individuals to provide work – family balance but this is necessary for the individuals to be satisfied of both work and family life. According to the findings obtained from the studies on this subject, it was attested that work – family balance effects the life quality and happiness of the individuals (Greenhaus, Collins, & Shaw, 2003). Another concept that may be thought at the same direction with the work – family balance is the work satisfaction. According to a study performed by Özdevecioğlu & Dörük (2009), the result of non – existence of the work – family balance has effected negatively to the work satisfaction has been found. Likewise, to establish work – family balance is a matter that the companies should face and challenge. For this purpose, Grzywacz, & Zivnuska (2009) attested that companies in Fortune 100 have encouraged their employees on establishing work – family balance in many ways. Together with this type of encouragements, companies both will take the talented employees within their organization and hope these employees to continue their work life efficiently.

2.3 Psychological Capital

The psychological capital concept is defined as whole of the features that are positive and can be developed and owned by the individual and formed from the positive psychological behavior concept (Luthans et al. 2007). It focuses on, not to the weak parts of the people, it focuses on the strong parts of the people and it has been characterized by the self – efficiency, psychological resistance, optimism and hope (Luthans and Youssef 2004). Since the psychological capital is concerned about who the person is and what it can be through positive development in general (Luthans et al 2007), It is separated from the economical capital that is interested on what the people have, the human capital that is interested on how much the intellectual level the person has and the social capital interested in the social network of the people (Luthans and Youssef 2004).

Luthans, Youssef and Avolio (2007) have examined the psychological capital in four sub dimensions. These are briefly explained below (Luthans et al 2008); self-efficiency; to be able to complete the forcing missions. Optimism; generalized belief on being successful in the future. Hope; to be able to find alternative exit ways for reaching the aims in the direction of the goals and to be able to revise these ways when it is necessary. Resistance; when faced with the problems and negative things, able to recover and continue to the success.

3. Theoretical Prediction and Hypothesis

When the work – family conflicts are examined within organizational support, it is observed that most of the researchers have carried on their studies from the work – family conflicts (Dixon and Sagas 2007; Gürbüz et al 2013; Selvarajan et al 2013). Carlson et al (2009) have exhibited that the work – family balance has more meaning than the work – family conflict and work – family enrichment concepts that are mostly used at the work – family conflicts. According to this, work – family balance is different from the work – family interaction concepts and has a key role at the work – family interaction compared with the other concepts (Carlson et al 2009).

The studies performed has exhibited that the organizational support has positive effect on work – family balance directly or through some variables (Lyness ve Kropf 2005; Greenhaus et al. 2012). Moreover, effect of the organizational support on work – family balance also differs according to some features such as age, sex (Lyness and Kropf 2005), proactivity and optimism (Aryee et al 2005). Most of the researchers recommend the work – family interaction studies to be performed through different character features (Zaman et al 2014; Blanch and Aluja 2009). Studying work – family interaction with a point of view focusing on positive psychology and focusing on the balance concept more than the conflict concept will cause more positive results. At this point, in what rate the organizational support is important in the formation of work – family balance by the individuals is also emphasized above. However, when we take into consideration that there are people that have differences on establishing work – family balance even though they are in activity at the same organization, it is obvious that some personal factors are also getting involved to the matter. Together with the psychological point of view, it is thought that people having different psychological background may have effects on this matter.

At this study, together with literature mentioned above, what type of a role the psychological capital of people have between the perceived organizational support and work – family balance is being researched. The perceived organizational support is examined in two different dimensions as supervisor support and organizational support (Eisenberger et al 2002). The research hypotheses formed to test the research problem are as follows;

H1; The psychological capital has moderator effect between the organizational support and work – family balance. Accordingly, as soon as the psychological capital increases, the positive effect of the perceived organizational support on the work – family support relationship will also increase.

H2; The psychological capital has moderator effect between the perceived supervisor support and work – family support relationship. Accordingly, as soon as the psychological capital increases, the positive effect of the perceived supervisor support on the work – family support relationship will also increase.

The model shown by the research hypothesis is as follows;

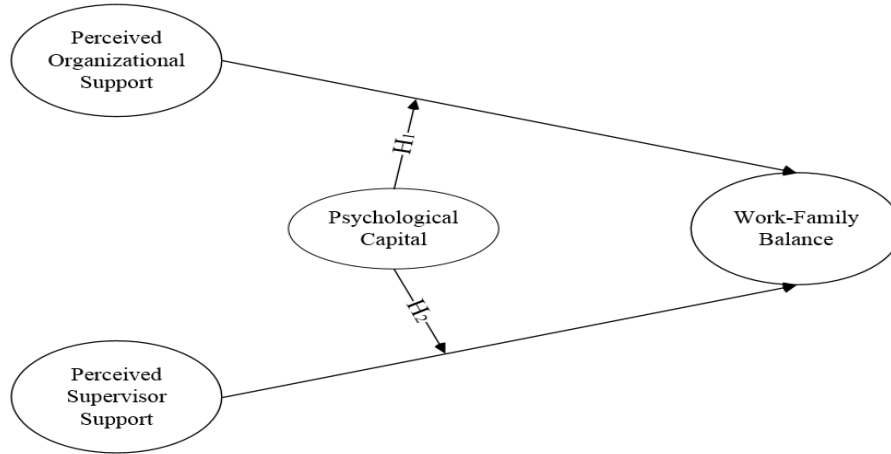


Figure 1 Research Model

4. Method and Applications

Research plan is formed as follows; determination of the research model according to the theoretical frame, research of the scales that contents the questionnaire questions for measurement of the research model variables, formation of the best scale components from the alternatives, determination of the research samples, collection of data from the samples, formation of measurement models from the data obtained and testing of the research hypotheses.

4.1. Measurement Instruments

Demographic features have been measured through nominal scales. About the participants, elements such as size of the company, age, sex, education and title / status were researched. Each of the scales that will be used for testing the research hypotheses have previously been used at the international studies and they have high validity. From the scaled that were used, the organizational support (8 articles) and supervisor support (4 articles) scales originate Rhodes et al (2001), work – family balance scale (6 articles) originates Carlson et al (2009) and the psychological capital scale (24 articles) originates Luthans, Youssef and Avolio (2007).

4.2. Data Collection Process and Sampling

Data were collected with questionnaire method and realized with cross – sectional study. Questionnaires have been designed in Likert scale of 5 and scale dial is as “5; I definitely agree, 4; I agree; 3; I am not sure / I don’t have idea, 2; I don’t agree, 1; I definitely don’t agree.

As sample, employees of the service sector that are in activity in Istanbul were taken as base. Reason for selection of such sample is because the service sector to be an area of activity that is busy, tiring and in which individual differences may be effective on establishing the work – family balance. Aimed research data was determined as at least 210 by taking into consideration to the number of articles on the scale (42*5=210) (Hair et al 2010). Random sampling method was used. Demographic data belong to the participants are as follows;

Table 1. Demographic Data of Participants

Category	Frequency	Valid Percentage	Category	Frequency	Valid Percentage
Number of workers	01-49	81	Age	29 ages and under	96
	50-249	46		Between 30-39 Ages	76

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	250-499	37	14,9%		40 ages and over	57	24,9%
	500 and over	85	35,1%		Company partner / owner	37	14,8%
Sex	Female	95	38,3%	Title/ Status	Senior Manager	8	3,2%
	Male	153	61,7%		Mid – level Manager	45	18,0%
Education	First – mid. Primary	32	12,8%	Low level manager	38	15,2%	
	License	137	54,8%	White collar worker	122	48,8%	
	High License	81	32,4%	Total	252	100%	

According to the above table, total 252 service sector workers have participated to the research and these are weighted working at the companies with 250 and more workers. In general, male participants are mostly at least license degree graduate, under 29 ages and white collar workers.

4.3 Validity and Reliability of Measurement Instruments

In order to examine the validity and reliability of the measurement instruments, exploratory and confirmatory factor analyzes were performed. SPSS and AMOS programs were used in these analyzes. An Exploratory Factor Analysis by using Principal Component Analysis estimation method and Promax rotation was conducted to find out how many different sub-scales were understood by participants. In order to test the suitability of data set to factor analysis, Kaiser-Meyer-Olkin (KMO) sample adequacy test and Bartlett sphericity test was applied. KMO value is above the desired level of 0.50 (Field 2009) with the results for scales is 0.906. Bartlett test is meaningful with the result above 0.001 level. In addition, the diagonal values in the anti-image correlation matrix were examined and it was found that these values were above 0.5. According to this, the sample data were found to be suitable for factor analysis.

In the exploratory factor analysis, the lower bound of the factor loadings was accepted as 0.5 considering the sample size. An item from the self-efficacy, two items from resilience dimension of psychological capital were excluded from the scale due to the fact that they did not load into the predicted factor structure.

The factor structure is shown in Table 2. Cronbach's Alpha value was used to measure the internal consistency of the factors and Cronbach's Alpha values of each factor was over 0.7. Accordingly, it was understood that factor structures have internal consistency. (Field, 2009).

Confirmatory factor analysis was performed by using Maximum Likelihood estimation method to validate KFA results and to analyze the validity and reliability of research scales. Modification indices were examined and error values with high modification value of the same factor were covariate. Some substances with low factor load were excluded from the scale. In this case, the fit index values were $X^2/df = 1,458$, $GFI=0,864$, $TLI=0,953$, $CFI=0,959$, $PNFI=0,777$, $RMSEA=0,043$. Overall, fit indexes were found to be good level. (Hu and Bentler,1999, Schumacker and Lomax, 2012)

Tablo 2. Exploratory and Confirmatory Factor Analyses

Construct	Items	Factor Loading		Validity and Reliability
		EFA	CFA	
PsyCap	PC_hope_1	,547	deleted	Cronbach's α ; 0,844
Hope	PC_hope_2	,917	,742	SCR; 0,854

	PC_hope_3	,820	,724	AVE; 0,540
	PC_hope_4	,914	,788	
	PC_hope_5	,605	,666	
	PC_hope_6	,598	,749	
	PC_opt_1	,585	,723	Cronbach's α ; 0,875
	PC_opt_2	,789	,714	SCR; 0,851
PsyCap	PC_opt_3	,713	,690	AVE; 0,535
Optimism	PC_opt_4	,877	,686	
	PC_opt_5	,633	,835	
	PC_opt_6	,818	deleted	
	PC_selfeff_2	,686	,784	Cronbach's α ; 0,852
	PC_selfeff_3	,844	,623	SCR; 0,857
PsyCap	PC_selfeff_4	,821	,668	AVE; 0,548
Self Efficacy	PC_selfeff_5	,857	,824	
	PC_selfeff_6	,674	,781	
	PC_res_1	,636	,709	Cronbach's α ; 0,792
PsyCap	PC_res_3	,907	,749	SCR; 0,805
Resilience	PC_res_4	,778	,802	AVE; 0,511
	PC_res_6	,751	,581	
	OrgSup_1	,764	,823	Cronbach's α ; 0,915
	OrgSup_2	,815	,851	SCR; 0,909
	OrgSup_3	,670	deleted	AVE; 0,626
Organizational Support	OrgSup_4	,771	,764	
	OrgSup_5	,886	,801	
	OrgSup_6	,950	,828	
	OrgSup_7	,723	,723	
	OrgSup_8	,534	deleted	
	SuperSup_1	,752	,896	Cronbach's α ; 0,897
Supervisor Support	SuperSup_2	,660	,905	SCR; 0,927
	SuperSup_3	,728	,919	AVE; 0,810
	SuperSup_4	,808	deleted	
	WFB_1	,694	deleted	Cronbach's α ; 0,916
Work-Family Balance	WFB_2	,822	,795	SCR; 0,905
	WFB_3	,883	,818	AVE; 0,657
	WFB_4	,823	,859	
	WFB_5	,888	,778	

WFB_6	,865	,863
(i) Principal Component Analysis with Promax Rotation (EFA)		
(ii) KMO= 0,906, Bartlett Test; p<0,001		
(iii) Total Variance Explained(%): 66,810		
(iv) All items were statistically significant at p <0.001 in CFA.		
(v) Goodness of fit indices; X ² /df = 1,458, GFI=0,864, TLI=0,953, CFI=0,959, PNFI=0,777, RMSEA=0,043		

In the analysis of factor validity and reliability, convergent and discriminant validities proposed by Hair, Black, Babin, & Anderson, (2010) were used. Convergent validity is defined as the ability of a factor structure to measure exactly what can be defined, while the discriminant validity can be defined as the complete separation of factor structure from other structures (Hair et al., 2010).

Because of the fact that the factor loadings are statistically significant and its averages are higher than 0.7 (Bagozzi, Yi, Lynn, 1991) and also AVE (Average Variance Extracted) values are above 0.5 (Fornell and Larcker 1981) and SCR (Scale Composite Reliability) values are above 0.7 (Bagozzi and Yi 1988), there is convergent validity (Hair et al., 2010).

Within the scope of discriminatory validity, the square root values of the AVE in the diagonal and the correlation coefficients in the horizontal and vertical axes were examined. Since the square roots of the AVE values for each factor are higher than the correlations of the other factor in the horizontal-vertical axis, it can be said that the discriminant validity exists. (Hair et al. 2010).

Due to the existence of convergent and discriminatory validity, it has been observed that research measurement models have validity and reliability.

Table 3. Correlations and Discriminant Validity

Construct	1	2	3	4	5	6	7
1 PsyCap Resilience	0,715						
2 Perceived Organizational Support	0,582	0,799					
3 Work-Family Balance	0,353	0,527	0,823				
4 PsyCap Hope	0,289	0,196	0,413	0,735			
5 PsyCap Optimism	0,484	0,376	0,426	0,702	0,732		
6 PsyCap Self Efficacy	0,430	0,346	0,358	0,630	0,576	0,740	
7 Perceived Supervisor Support	0,442	0,732	0,531	0,251	0,276	0,304	0,907

All correlation values were statistically significant at least p <0.01 significance level.

The square root of the value of the AVE is in diagonal.

4.4 Hypotheses Testing

To hypotheses testing, based on hierarchical regression analysis method, moderation analysis recommended by Baron and Kenny (1996), Aiken and West (1991) and Dawson (2014) was performed. The hierarchical regression analysis conducted to investigate the moderation variable role of psychological capital in the relationship between perceived organizational support and work family balance is given below.

Table 4. Moderation Role of PsyCap in the relationship between POS and WLB

Variables	Model 1		Model 2	
	St. Beta	St. Err	St. Beta	St. Err
POS	0,365***	0,042	0,353***	0,041
PsyCap	0,278***	0,042	0,296***	0,041
POS*PsyCap			0,194***	0,038
R ²	0,299		0,336	
Adj. R ²	0,293		0,328	
ΔR ²			0,037***	
f ²			0,056	

***, p<0.001

According to the results of the first model, perceived organizational support and psychological capital make a significant contribution to the model. It is seen that these two variables explain the work family balance by 29%. Interaction variable (POS*PsyCap) positively affects WLB when included in the model ($B = 0.194$ $p < 0.001$). In addition, the explanation ratio of the model was increased to 33% and the change in R2 between the two models was statistically significant at $p < 0.001$. The significant effect of the interaction term shows that psychological capital has a moderation effect between perceived organizational support and work family balance. Since the effect (f^2) value generated by Aiken and West (1991) is below 0.15, this effect is low degree. In this case, H1 is supported. In other words, the effect of perceived organizational support on individuals with high psychological capital was higher on work-family balance. This finding is better understood in the slope chart given below (Dawson, 2014).

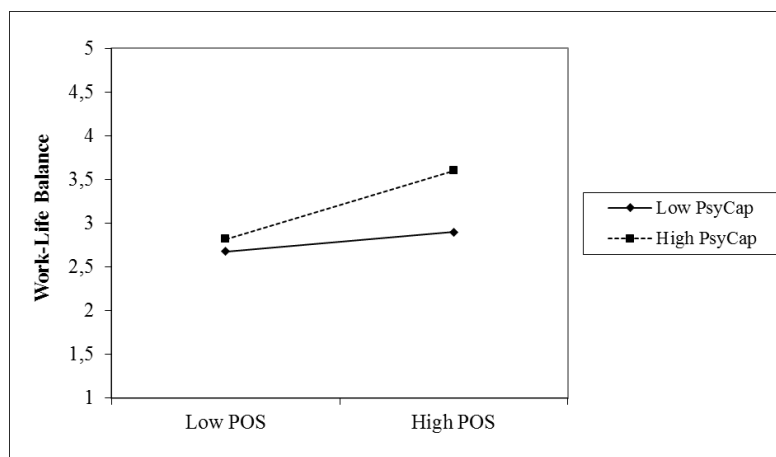


Figure 2. POS, WLB, PsyCap Simple Slope Chart

The hierarchical regression analyses to investigate the moderation variable role of psychological capital in the relationship between perceived supervisor support and work family balance are listed below.

Table 5. Moderation Role of PsyCap in the relationship between PSS and WLB

Variables	Model 1		Model 2	
	St. Beta	St. Err	St. Beta	St. Err
PSS	0,397***	0,04	0,394***	0,039
PsyCap	0,289***	0,04	0,319***	0,04
PSS*PsyCap			0,180***	0,037
R ²	0,326		0,357	
Adj. R ²	0,320		0,350	
ΔR ²			0,032***	
f ²			0,048	

According to the results of the first model, perceived supervisor support and psychological capital make a significant contribution to the model. It is seen that these two variables explain the work family balance by 32%. Interaction variable (PSS*PsyCap) positively affects WLB when included in the model ($B = 0.180$ $p < 0.001$). In addition, the explanation ratio of the model was increased to 35% and the change in R2 between the two models was statistically significant at $p < 0.001$. The significant effect of the interaction term shows that psychological capital has a moderation effect between perceived supervisor support and work family balance. Since the effect (f^2) value generated by Aiken and West (1991) is below 0.15, this effect is low degree. H2 is supported. In other words, the effect of perceived supervisor support on individuals with high psychological capital was higher on work-family balance. This finding is better understood in the slope test chart given below (Dawson, 2014).

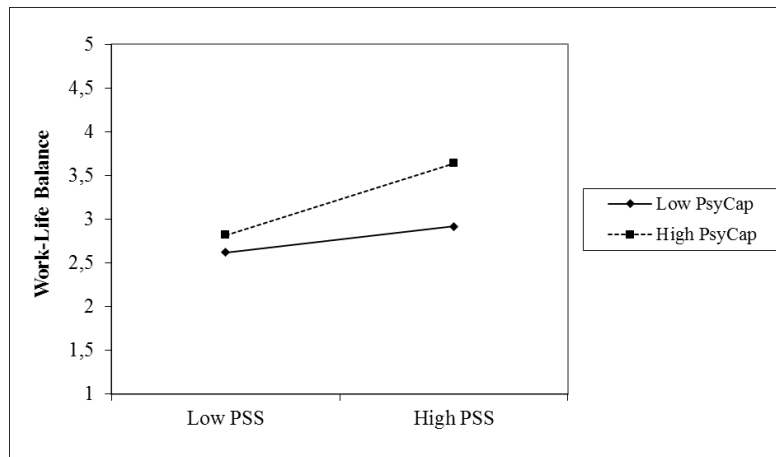


Figure 3. POS, WLB, PsyCap Simple Slope Chart

5. Discussions and Results

The tiring effects of working life constantly getting difficult day by day and increasing customer expectations are forcing service sector employees to give working life more importance than family life. For most of the people, the concept of working for living is replacing living for working. In order not for this situation to cause conflicts in the family, it is important for the employees to balance work and family. In redressing the work-family balance,

employees sharing their problems and ideas in the organization and supporting each other in difficult times will be one step ahead. However, the management and organization literature shows that the work-family balance of the people under the same manager can be different. From this point, there is a need to study what kind of an effect personal factors, especially psychological structure has on organizational support and work-family balance relationship.

As a result of this field study conducted to understand the role of the positive psychological capital of individuals between organizational support and work-family balance, it is found out that, as expected, psychological capital has moderation effect between supervisor support, supervisor support and work-family balance. According to the result of the research, the positive effect of organizational support and supervisor support on work-family balance has been found out to be higher than the individuals with lower psychological capital level. This result is parallel with the result of the studies by Lyness and Kropf (2005), Aryee et al. (2005), Zaman et al. (2014), Blanch and Aluja (2009) who call attention to the importance of individual factors in creating work-family balance.

As a result of this study, it is shown that the individuals who have positive views for life, act with hope and optimism, have confidence in themselves and show endurance in difficult times can create a more adaptable work-family balance with getting organizational support. It is suggested that professional managers should focus on psychological capital more and should give priority to the employees who have more psychological capital in new recruitments and promotions. Besides, it will be useful for the employees at hand to give necessary education and other supports to improve them with the idea that psychological capital can be increased at a certain level (Luthans et al. 2007).

As this study is a cross-sectional field study, if the time and sources are developed, it is obvious that longitudinal studies will be more suitable in the future studies. This study can be implemented in different regions and cultures by enlarging the scope of the research. Thus, it contributes in terms of generalization. Besides, this study focuses on psychological capital among other personality factors and the contribution rate may be increased by conducting studies on other personality characteristics. Finally, it is focused, in this study, on work-family balance effecting the performance rather than ultimate performance factors. It is suggested that the contribution of research variables to personal performance in the future studies.

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