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EXAMINATION OF THE ANTECEDENTS AND CONSEQUENCES OF EMPLOYEE ENGAGEMENT

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DECLARATION

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ABSTRACT

Doctoral Dissertation

Doctor of Philosophy (Ph.D.)

EXAMINATION OF THE ANTECEDENTS AND CONSEQUENCES OF EMPLOYEE ENGAGEMENT

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In the last two decades, the significant role of employee engagement has been reported and discussed in business and academic literature. Studies have been conducted to examine various antecedents and consequences of employee engagement and the influences these antecedents have on employee engagement and productivity. According to global engagement report, only %29 of employees fall into highly engaged category. Economic growth moderates the rate of engagement level and considering the economic growth potential, engagement may have a critical role in organizations success in terms of growth, profitability, and productivity. It would be vital for organizations and its leaders to implement a variety of strategies to drive a higher level of employee engagement. According to The Organization for Economic Co-operation and Development (OECD), 39% of employees in Turkey work very long hours where working 50 hours or more is not a very common across other OECD countries with only 13% average rate. Taking well-being of employees and how they feel about their work into consideration, investigating their employee engagement level also becomes very important subject. These industry findings set the motivation for examining various antecedents and consequences of employee engagement in Turkey to find ways to increase the employee engagement rate.

This dissertation utilizes job demand resource model (JD-R) to investigate the role of employee engagement within the study framework. Job demand resource model supports that employee engagement is produced by job resources and job demands. The job demand resource model allows a wide-ranging set of job characteristics because the JD-R model assumes that this variety of job characteristics may influence employees' functioning. The job demand resources model distinguishes any kind of job either as job demands or resources. Job demands refer to the part of the job that needs to get done at physiological or psychological costs, especially if the job requires high effort. Where job resources are the part of the job that reduces the demands and it helps with reaching job objectives and developing personal growth. According to the JD-R model, job resources have the potential for leading high employee engagement.

This dissertation uses antecedent variables of interpersonal conflict as job demand, psychological well-being and perceived organizational support as job resources and innovative work behavior as the outcome of positive extra-role behaviors. It also tries to understand the role of employee engagement as a mediator between antecedent and outcome variables.

The dissertation framework is tested using a heterogeneous sample of employees working in five different industries in Izmir, Turkey. This nonexperimental, correlation study (N=416) examines the relations among interpersonal conflict, psychological wellbeing, perceived organizational support, innovative work behavior, and employee engagement. A self-report survey is applied to a diverse sampling of organizations from the area of retail, healthcare, banking, service, and hospitality. Participants have responded to scales measuring interpersonal conflict, psychological well-being, and perceived organizational support, innovative work behavior, and employee engagement. Eight hypotheses are set to examine the model. Proposed hypotheses are tested through factor analysis and Structural Equation Modeling procedures. The result of SEM provides partial support for eight hypotheses. The present dissertation has a significant contribution to the literature by taking an integrative approach and examined both job resources

and personal resources together in JD-R model. Another contribution is to explore the motivational process of JD-R model to examine how job demands and resources together influence employee engagement. Results suggest that antecedents of the model provided a significant and unique influence on employee engagement. Second, the results indicate that employee engagement mediates the effects of antecedents' variables on innovative work behavior, meaning that a portion of antecedents' variables impact on innovative work behavior, stemmed from its indirect impact through employee engagement. Third the results support the hypotheses that there is a positive relationship between employee engagement and innovative work behavior. This dissertation provides a valuable insight by corroborating and extending prior researchers in two ways. First, the study tests the direct or indirect relationship between chosen antecedent of interpersonal conflict, perceived organizational behavior, employee engagement and innovative work behavior with a Turkish sample. Second, it empirically tests an underdeveloped assumption of three different antecedents' variables effect on innovative work behavior by investigating the role of employee engagement in the proposed relationship between interpersonal conflict, psychological well-being, perceived organizational support, and innovative work behavior.

Keywords: Perceived Organizational Support, Psychological Well Being, İnterpersonal Conflict, İnnovative Work Behavior, Employee Engagement, Well Being, Conflict, Innovation, Work Engagement, Job Demands-Resources Model, JD-R Model, Job Resources, Personal Resources, Job Demands

ÖZET

Doktora Tezi

İŞE ADANMANIN ÖNCÜL DEĞİŞKENLERİNİN VE SONUÇLARININ İNCELENMESİ

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Son yirmi yılda, işe adanmanın önemli rolü hem uygulayıcılar tarafından hem de akademik literatürde rapor edilmiş ve tartışılmıştır. Özellikle İşe adanmanın çeşitli öncüllerini ve sonuçlarını ve bu öncüllerin işe adanma ve çalışanın üretkenliği üzerindeki etkilerini incelemek için çalışmalar yapılmıştır. Küresel işe adanma raporuna göre, çalışanların sadece % 29'u son derece işine adanmış kategorisine girmektedir. Ekonomik büyüme, işe adanma düzeyi oranını etkilemektedir ve ekonomik büyüme potansiyelini göz önünde bulundurularak işe adanma büyüme, kârlılık ve verimlilik açısından kuruluşların başarısında kritik bir rol oynayabilir.

Kuruluşlar ve liderleri için daha yüksek düzeyde işe adanma sağlamak için çeşitli stratejiler uygulamak hayati önem taşımaktadır. Ekonomik İşbirliği ve Kalkınma Teşkilatı'na (OECD) göre, Türkiye'deki çalışanların % 39'unun 50 saat veya daha fazla uzun iş saatleri ile çalışmakta olduğu ve bu oranın diğer OECD ülkelerinde yalnızca % 13'lük ortalama orana sahip olduğunu çok yaygın olmadığını göstermektedir. Çalışanların kendilerini nasıl hissettiği ve çalışmalarıyla ilgili olarak neler hissettikleri anlamak adına çalışanın işe adanma düzeylerini araştırmak çok önemli bir konu haline gelmektedir. Günümüzdeki endüstri bulguları, Türkiye'de çalışanların işe adanma oranını artırma konusunda çeşitli önceliklerini ve

sonuçlarını incelemek ve arttırmaya yönelik motivasyonu belirlemektedir.

Bu tez, çalışma çerçevesindeki çalışan işe adanmasını araştırmak için iş talebi kaynak modelini (JD-R) kullanmaktadır. İş talebi kaynak modeli, çalışan katılımının iş talepleri ve iş kaynakları tarafından üretilmesini desteklemektedir. JD-R modeli geniş iş karakteristiklerini kullanımını sağlar, çünkü bu model herhangi bir iş özelliğinin çalışanların işleyişini etkileyebileceğini varsayar. İş talebi kaynakları modeli, herhangi bir işi ya iş talebi veya kaynak olarak ayırır. İş talebi, özellikle işin yüksek çaba gerektirmesi durumunda, fizyolojik veya psikolojik maliyetlerle yapılması gerekli olduğu durumu ifade eder. İş kaynakları ise, talepleri azaltan ve iş hedeflerine ulaşmaya ve kişisel gelişim geliştirmeye yardımcı olan işin bir parçasıdır. JD-R modeline göre, iş kaynakları yüksek işe adanma oranı için potansiyele sahiptir.

Bu tez işe adanma öncüllerini ve sonuç değişkenlerini araştırmıştır. İş talebi olarak kişilerarası çatışmayı ve iş kaynakları olarak psikolojik iyi olma ve algılanan örgütsel desteği ele almıştır ve sonuç değişken olarak da olumlu ekstra rol davranışları adına yenilikçi iş davranışını ele almıştır. Ayrıca, işe adanmanın, öncül ve sonuç değişkenleri arasındaki aracı rolünü anlamaya çalışır.

Tez çerçevesi, İzmir'de beş farklı sektörde çalışanların heterojen bir örneği kullanılarak test edilmiştir. Bu deneysel olmayan korelasyon çalışması (N = 416) kişiler arası çatışma, psikolojik iyi oluş, algılanan örgütsel destek, yenilikçi iş davranışı ve işe adanma arasındaki ilişkileri incelemektedir.

Sağlık, perakendecilik, bankacılık, hizmet ve otel sektörlerindeki kuruluşların heterojen örneklemesine bir öz-bildirim anketi uygulanmaktadır. Katılımcılar, kişilerarası çatışmayı, psikolojik iyi oluşu, algılanan örgütsel desteği, yenilikçi iş davranışlarını ve çalışanların işe adanmasını ölçen ölçeklere cevap verdiler. Modeli incelemek için sekiz hipotez geliştirilmiştir. Önerilen hipotezler faktör analizi ve Yapısal Eşitlik Modelleme prosedürleri ile test edilir. SEM'in sonucu, sekiz hipotez için kısmi destek sağlar. Bu tez çalışmasında, bütüncül bir yaklaşım benimsenerek literatürde önemli bir katkı sağlanmış ve JD-R modelinde hem iş kaynakları hem de kişisel kaynaklar birlikte incelenmiştir. Diğer bir katkı, iş taleplerinin ve kaynakların birlikte çalışanların işe adanmasını nasıl etkilediğini

incelemek için JD-R modelinin motivasyon sürecini araştırmaktır. Sonuçlar, modelin öncüllerinin çalışanların işe adanması üzerinde önemli ve benzersiz bir etkiler yarattığını göstermektedir. Birinci sonuç, çalışanların işe adanması, kişilerarası çatışma, psikolojik iyi oluş ve algılanan örgütsel destek ile pozitif ve anlamlı bir ilişki içerisindedir. İkinci sonuç, işe adanmanın öncül değişkenler ve yenilikçi çalışma davranışı üzerindeki etkilerine aracılık ettiğini, yani öncül değişkenlerin bir kısmının, çalışanların işe adanmasının dolaylı etkisinden kaynaklanan yenilikçi iş davranışını etkilediğini göstermektedir. Üçüncüsü sonuç ise, çalışanın işe adanması ve yenilikçi iş davranışı arasında pozitif yönde anlamlı bir ilişki olduğu hipotezlerini desteklemektedir.

Bu tez, önceki araştırmacıları doğrulayarak ve genişleterek önemli iki fikir vermektedir. Birincisi, bu çalışma, kişilerarası çatışma, psikolojik iyi oluş, algılanan örgütsel destek, işe adanma ve yenilikçi çalışma davranışı öncülerinin direk ve direk olmayan ilişkilerini Türk örneklemi kapsamında test etmektedir. İkincisi, kişilerarası çatışma, psikolojik iyi oluş, algılanan örgütsel destek ve yenilikçi iş davranışı arasındaki ilişkide işe adanmanın rolünü inceleyerek, üç farklı öncül değişkeninin yenilikçi çalışma davranışı üzerindeki etkisinin azgelişmiş bir varsayımını test etmektedir.

Anahtar Kelimeler: Algılanan Kurumsal Destek, Psikolojik İyi Olma, Kişilerarası Çatışma, İnnovatif İş Davranışı, Çalışanın Katılımı, İyi Olma, Çatışma, Yenilik, İşe Bağlanma, İş Talepleri-Kaynaklar Modeli, JD-R Modeli, İş Kaynakları, Kişisel Kaynaklar, İş Talepleri

EXAMINATION OF THE ANTECEDENTS AND CONSEQUENCES OF EMPLOYEE ENGAGEMENT

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ABBREVIATIONS

AGFI	Adjusted Goodness-of-Fit Index
AMOS	Analysis of Moment Structures
CIPD	The Chartered Institute of Personnel and Development
CFA	Confirmatory Factor Analysis
CFI	Comparative Fıt Index
EDI	Employee-driven Innovation
EE	Employee Engagement
GFI	Goodness-of-Fit
IFI	Incremental Fit Index
IPC	Innovative Work Behavior
IWB	Innovative Work Behavior
JD-R	Job Demands Resources
MBI-GS	Maslach Burnout Inventory
NFI	Normed Fit indices
POS	Perceived Organizational Support
PWB	Psychological Wellbeing
RMSEA	The Root Mean Square Error of Approximation
RPWB	Ryff's Psychological Wellbeing Scales
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SWB	Subjective Wellbeing
TOL	The Tolerance Value
UK	United Kingdom
UN	United Nations
USA	The United States of America
UWES	Utrecht Engagement Scale
VIF	Variance Inflation Factor
WTO	World Trade Organization

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INTRODUCTION

Work provides a feeling of structure, status, and purpose in people's lives. At the workplace, employees earn living and their overall sense of fulfillment extends beyond the workplace (Salkever, 2000; Judge, 1993). Employees come to work with enthusiasm if they feel connected to their work tasks (Wagner, 2006). Workplace practices may even create strategic advantages by affecting employee skills, motivation and behaviors. In the 21st century, there has been an increase in the importance of human capital and psychological movement which has have created the employee engagement emergence. EE is an enduring steady indication of long-term emotional involvement that provides more calibration for desired positive work outcomes. There are outcomes that lead to effectiveness and competitive advantage at many levels of organizations, which makes the concept of employee engagement interesting. The term, employee engagement only has gained more attention in the last two decades and it does not have a widely accepted definition yet (Macey and Schneider, 2008).

In the literature, the term "employee engagement", "work engagement", "job engagement" and "engagement" has been used interchangeably. As a preference, this dissertation chooses to use the term employee engagement. The idea of EE has meta variety of changes regard to its specification, dimensions, and ideas (Wefald, 2008; Bakker, 2008). According to one of the earlier researcher William A. Kahn, employee engagement is "the harnessing of organization members selves to their work roles by which they employ and express themselves physically, cognitively, and emotionally during role performance". Human resource department literature defines it similar as the employees cognitive, emotional, and behavioral state towards desired work outcomes. From here it can be stated that employee engagement is a multiform the emotional, intellectual and behavioral construct.

The concept of employee engagement has a different meaning than other related terms such as job satisfaction and commitment. The term job satisfaction is employees' attitude toward his or her work. Moreover, the term job commitment is the willingness of employees to persist in their tasks without changing plans. When employees are

committed, they are not subject to temporary swings when it comes to daily work challenges (Brayfield and Rothe, 1951; Buckingham et al. 1999; Harter et al. 2002; 2003; Vance, 2006). Job satisfaction and job commitment are enough to retain employees but not enough to ensure productivity. Current studies suggest that only less than 30% employees are engaged in the global workforce (Gebauer et al. 2008). Gallup organization study among 142 countries suggests that almost 63% of employees are disengaged at the workplace (Crabtree, 2013). Cost of productivity lost was 86.5 million per year due to 27% less physical absenteeism, meaning companies could save a lot by engaging employees in their work (Wagner, 2006). Another survey among fifty thousand employees by Corporate Leadership Council (2004) has stated that when employees feel engaged they are five times less likely to quit their jobs. Engaged employees positively affect business unit level outcomes, where organizations experience less absenteeism and create higher retention. Moreover, happy employees show high levels of creativity and innovation (Shuck and Albornoz, 2008). In recent years in both U.S and Europe, several research centers such as Gallup, Centre for Employment Competitiveness and Growth, Kingston Engagement Consortium have done studies on employee engagement. Study results have shown that employee engagement rate varies depending on region and country. For example, in the U.S. employee engagement level is at 29% with the highest rates, but in Turkey, it is only at 11% level (Hewitt, 2017).

The international research group Towers Perrin has published a report "Engaged employees drive the bottom line" which has investigated the relationship between EE and financial performance. The study has included 41 companies of the world's ten largest economies with 360,000 employees. In their model, employee engagement has been examined cognitively, effectively and behaviorally to figure out the logical evaluation of a company's goals and values, whether employees feel a sense of belonging to their organization. Also, they have investigated whether employees are willing to stay with the company, drive the retention and put extra effort into the organization when needed. Tower Perrin, (2007) presents that 59% of engaged employees have a purpose to stay in the same organization and contribute better in organizational financial performance, recording 5.57 higher operating margin and 3.44% higher net profit than disengaged

employees. The results not only have shown that engaged employees have the willingness to go an extra mile when needed, it also has shown that employee engagement affects how they treat customers which ultimately influences customer satisfaction rate positively. In recent years considering all the benefits of having motivated employees who are more productive for the company, organizations and academicians support the substantial effort and attention on the employee engagement (Macey et al. 2008). Research on employee engagement has become a very critical issue because engaged employees are "giving it their all" Bernthal, (2004) and fully present at accomplishing their tasks therefore engaged employees are also considered to be highly motivated. When employees become more engaged by feeling taken cared and valued by their organization it creates positive effects on wellbeing and helps to get better health outcomes (Schaufeli, 2004). Besides personal outcomes, it also helps to gain business outcomes such as organizational commitment, increased retention, and work satisfaction (Schaufeli et al. 2002).

EE has been researched more in the last twenty years (Bakker et al. 2008). Research gaps in employee engagement start with the conceptual misperception of its definition. It has been defined in various ways and these definitions and measures have been used parallel to other constructs such as organizational commitment and job satisfaction (Sacks, 2006). There is different opinion whether it is an attitude or a behavior (Bevan et al. 1997; Schaufeli et al. 2002). In the academic field, Shuck et al. (2010) searched the concept of EE between the year 1990 and 2010 and found 159 peer-reviewed published articles with only twenty six empirically driven scholarly research. Interest in EE is not only related to organizational outcomes or desire to understand the nature of engaged employees but also the negative psychological states that may affect employees. According to Shuck and Wollard (2010), it consists of psychological state and behavioral outcomes. Another gap is in the cultural contexts new transcultural empirical evidence is needed to prove whether culture plays role in the degree of employee engagement or not (Moura et al. 2014). Moreover, considering it has been evolving as a concept it should also be explored as different variables such as dependent, independent, mediating or moderating variable (Soieb et al. 2013). In this dissertation, employee engagement has been researched as a mediating factor in Turkish business cultural context. In the academic

world, most studies on the behavior of employees have mostly focused on negative psychological states and attributes of employees. For example, according to a review by Schaufeli et al. (2003), 95% of the published papers in "Journal of Occupational Health Psychology" is related to the negative state of employees' physical health and focused on employees' weaknesses. As the interest in positive psychology has increased, the interest in studying employee engagement also has increased. In this dissertation positive outcome of employee engagement has been researched.

In the last two decades, in the light of academic approach, emerging phenomenon studies of employee engagement with different methodology and frameworks have been created (Wefald, 2009; Rich et al. 2010; Saks, 2006). This dissertation utilizes job resource demand (JD-R) model to examine the role of EE within the study framework. Job resource demand model supports that job demands and job resources produce employee engagement. Job demand resource model is widely used and considered to be better than the older version of models such as the Job Demands-Control Model and the Effort-Reward Imbalance Model (Karasek, 1979; Siegrist, 1996), to assess any type of job to predict employee engagement. These older models take an only limited number of job characteristics where job resource demand model considers all type of job demands and resources to predict employee engagement.

This dissertation focuses primarily on employee engagement and testing the concept around the framework of job demand resource (JD-R) model (Schaufeli, 2003). It will help to gain an understanding of the explanatory framework of EE antecedents and consequences. Research findings can benefit over time and be the structure new objective work oriented interventions. Moreover, considering that employee engagement has gained popularity in recent years, this dissertation contributes to the further study of employee engagement to scholars, practitioners, and administrators. It also contributes to statistical evidence to consider when designing intervention methods to improve employee engagement. In addition, this dissertation elaborates on the knowledge of how antecedent and outcome variables affected employee engagement and each other. Further, human resource department professionals could utilize this dissertation to develop particular and objective work oriented interventions that promote psychological well-being, encourage

innovative work behavior. In addition, this dissertation may also be beneficial to another field of study that is facing problems with their employees and their work performances.

In this dissertation job, demands-resources (JD-R) model (figure 1) has been utilized to investigate the link between job resources, personal resources, job demands, and employee engagement. Job demand resource model has the ability to influence employee well-being with its de-energizing and motivational processes. Job demands act as a de-energizing factor by exhausting an employee's emotional and physical resources, and job resources act as a motivational factor by promoting EE with activating employees' positive behavior (Braine and Roodt, 2011). Based on prior researches it can be said that job resources predict EE more than job demands. Employee engagement reflects more on the positive experiences at work as it relates to positive psychology (Seligman and Csikszentmihalyi, 2000). This dissertation explores how both job demands and resources together influence EE. It also further explores the role of personal resources in the development of employee engagement. Although personal resources such as personal character, psychological well-being may play role in employee engagement there aren't enough theoretical arguments that show the relationship between EE and personal resources (Xanthopoulou et al. 2007).

As it has shown in Figure 1 (Schaufeli, 2013), there is a cross-link exists between two processes where demands may promote future gains and resources may promote burnout. In the dissertation, the antecedents of employee engagement have been researched cross-sectional with limitations of the direction of causality. In most studies, it is assumed that job demands are more likely to result in draining reactions such as lack of wellbeing and stress. However, there is not enough prior empirical research on how the job resources and demands act as antecedents and influence EE in the motivational process. Prior studies suggest that job resources influence EE but there are very few studies (Braine and Roodt, 2011; Fourie et al. 2008; Hakanen et al. 2008) found positive associations between employee engagement and job demands. And also, there are very few studies that examined the motivational process of JD-R model with the combination of job resources and demands together. Certain studies have shown that when employees

have many resources available that may lessen the or change the effects of job demands (Bakker and Demerouti, 2007; Fourie et al. 2008).

In this dissertation interpersonal conflict is chosen as antecedents because in the literature its relation to employee engagement has been studied very seldom. It has taken job demand considering it puts people in stressful situations. Some emotional stressful situations may induce a negative interpersonal interaction which may cause a contentious exchange, therefore interpersonal conflict can be considered as an emotional demand (Ilies et al. 2011, Peeters et al. 2005). For example, in a study interpersonal conflict is also taken as job demands to examine whether it has an association with turnover intentions. The study result has shown significant association with the turnover intention (Arnoux-Nicolas et al. 2016). An interpersonal conflict at work has taken as one of the job demands in another paper where job demands-resources model is used as the theoretical framework (Szczygieł et al. 2015). This dissertation has explored IPC as demands because the conflict has shown to decrease performance (Spector et al. 2008). From the demand perspective, IPC is chosen as an antecedent variable because it has found to be the major source of stress (Keenan et al. 1985; Schwartz et al. 1993) and linked to behavioral, psychological, and physical strains (Spector et al. 2008). But in prior studies conflict has also been explored as a result of disengaged employees. Engaged employee avoids dysfunctional conflict and engages on proactively in authentic conversations. According to research done by "The Chartered Institute of Personnel and Development" (CIPD), engaged employees are better equipped to deal with individual and team relationships. Employees that are disengaged are more likely to be in dispute with their supervisors. An engaged workforce means less conflict but it would be wrong to suggest that employee engagement can eliminate conflict entirely. If conflict handled well it can also result in positive ways. For example, in a study that role ambiguity and engagement are taken as antecedent together and employee engagement eliminated the relation between ambiguity and satisfaction meaning employee engagement is a moderator helping individuals with role clarity (Bakker et al. 2004). But it cannot be said that when employees are engaged this would reduce or eradicate conflict nor we can say that conflict may affect employee engagement in a completely positive or negative way. Also, it is not clearly known

whether employees are more engaged when there is no conflict in the workplace. As this dissertation utilizes job resource demand (JD-R) model to investigate the role of EE, the antecedent variable of interpersonal conflict is taken as job demands. From an employee perspective, job demand happens when extra physical and psychological effort is needed to accomplish any given task. When human relationships at work are out of harmony it can play role in workplace stress. The importance of the quality of human relationships at work is undeniable. When it is out of harmony, it can play role in workplace stress and lessen employees' engagement level (Kahn, 1990). Conflict cost is not only financial but also over time it manifests itself as low morale, stress, and absenteeism and has a negative effect on creativity, innovation, customer service, and retention. If working relationships are satisfying it can encourage employees to be more open, honest and compassionate about their feelings and thoughts with each other if not the relationships might result into unwanted outcomes such as stress and emotional problems. It has been found that personal relationships affect employee engagement and has also an impact on meaningfulness in relation to EE (Locke et al. 1990; Khodarahimi et al. 2012). Occupational stress literature has studied the effect of relationship conflict on employee wellbeing (Meier et al. 2013). As far as conflict goes we also need to see whether job demands have taken as hindrances or challenges. When job demands create positive relations it is considered as challenges, when it creates negative relations then it is considered as hindrances. Even though conflict happens everywhere, it is possible to deal with conflict constructively by communicating and mediating with employees. Businesses can create a circle of well-being, productivity, motivation, and success in the workplace by building successful models of employee engagement and conflict management (Mills, 2011). Managing conflict is an important key element for having engaged employees. Conflict as job demand can also be the reason for job satisfaction. One array of classification on the topic includes relationship and task conflict (Wish et al. 1976). For example, in a paper that has utilized JD-R model and investigated the role of task conflict and employee engagement as antecedents of job satisfaction found that job satisfaction can be predicted not only by the motivational process but also by job demands as well (Orgambídez-Ramos et al. 2014). The goal is not to eliminate conflict all together but to resolve and manage in a way that employees can

express themselves in positive manners. The way organization handles conflict is the key to employee engagement and productivity. How the company handles conflict and style of communication determine the employee engagement level. Relationship with the immediate supervisor is one of the key drivers of employee engagement (Abraham, 2012). Overall relationships are the key drivers of extraordinary results. The existence of conflict may or not may affect employee engagement level only how it handled may change the level of employee engagement. If the conflict stays unresolved it can be a barrier to employee engagement because it creates uncertainty and generates stress and anxiety. It can also be a major block to innovation and productivity as well. In a healthy working environment, conflict is viewed as a phenomenon present in all relationship and normal. It has the potential to strengthen the working relationship if it handled informally and collaboratively (Soieb, 2013). Type of conflict also matters in terms of how it affects the engagement level. For example, if it is a role conflict where the employee receives incompatible requests from two or more people that can decrease the EE level (Truss et al. 2013). Findings of a meta-analytic test have confirmed that organizations need to minimize work-role conflict in order to avoid low EE level (Crawford et al. 2010).

An antecedent variable of perceived organizational support is used as job resources and antecedent variable of psychological well-being is used as personal resources and outcome variable of positive extra-role behaviors is used as innovative work behavior. The JD-R model for the dissertation tries to understand the role of employee engagement as a mediator between antecedents and the outcome variable.

Psychological well-being taken as personal resources because there are studies show that employee well-being predicts organizational outcomes and job resources support the expansion of personal resources (Bakker et al. 2003; Bakker and Demeroti, 2007). There are few studies have investigated the personal resources (Bakker et al. 2010; Sulea, 2012; Hobfoll et al. 2003) and this dissertation further investigates personal resources within the job demand resource model. Social philosophers and organizational researchers have been dwelling on the happy productive worker idea. Even though happiness has personal meaning to each individual, scholars have treated happiness as psychological wellbeing. From scientific point happiness as, psychological wellbeing is a

subjective and global judgment that one experiences a lot of positive emotions. Many empirical types of research have been done to support this happy productive employee's idea. Researchers found links between PWB and job performance. Researchers also found that it is not only correlated with but can also be a cause of job performances. Longitudinal studies of PWB also show consistency supporting how one feels today affects tomorrow and following days, months in the future. There are some techniques organizations can apply to maintain the psychological well-being of employees such as managing interpersonal demand, physical role, and tasks. Looking at the broaden and build model perspective psychological wellbeing has the potential to link with employee engagement considering they both share employees momentary thought-action-experiences (Wright and Cropanzano, 2004).

Evidence shows that the emotional experiences and wellbeing has an effect on employee engagement (May et al. 2004). Past researchers have shown that it plays an important role in determining work satisfaction, employee engagement, task performance and job dedication (Saks, 2006; Muse et al. 2007). Studies have shown that employees feel and perform much better when they are in the better psychological state at work (Schaufeli et al. 2009; Cartwright et al. 2008; Robertson et al. 2012). Xanthopoulou et al. (2007) included psychological wellbeing as personal resources which considered as someone's resiliency and competency to influence their surroundings (Hobfoll et al. 2003). As Ryff (1989) argues, PWB has a little theoretical rationale and current literature on a relationship between employee engagement and PWB slacking theoretically. There are some studies indicates that engaged employees are in better psychological and physical health and often experience positive emotions. When employees are in a better psychological state of being at work, they also feel mentally and physically healthier (Schaufeli et al. 2009; Cartwright et al. 2008; Robertson et al. 2012). This dissertation further explores the relationship between psychological well-being and employee engagement.

Perceived organizational support is also taken as job resources because it can create an environment and culture that is more manageable and healthier to boost employees' well-being (Rhoades and Eisenberger, 2002). Based on the norm of reciprocity employees

feel a moral obligation to respond to positive treatment (Gouldner, 1960). And based on the Social Exchange Theory which sets the foundation of theoretical background for employee engagement, employees feel a sense of responsibility to pay back to the organization when they feel valued (Nawaz et al. 2014). Organizational support theory also states that employees view their organization either favorably or unfavorably according to the treatment they receive (Eisenberg et al. 1986). Organizational support theory explains how POS may cause positive work results for employees and companies. And employee engagement simply being the relationship between employee and organization, based on the theoretical basis of reciprocity and organizational support theory, and Social Exchange Theory a link can be drawn between perceived organizational support and employee engagement. Because theory holds the assumption that when organizational support is perceived by an employee, in exchange they work hard to repay the organization. Employee engagement creates a more harmonious environment and culture where employees feel treated equally and fairly. Thus, employees can become more focus, concentrated and engaged in specific tasks. Employee engagement also creates a big difference in increasing profits for the organization. Having fully engaged and enthusiastic employees ultimately give the organization a competitive advantage (Bakker et al. 2008)

The concept of POS is necessary for an organization to manage as being the source of social and emotional factors in the workplace. It can create an environment and culture that is more manageable and healthier to boost employees' wellbeing and the engagement they feel at work (Rhoades and Eisenberger, 2002). It plays a vital role in determining and predicting work antecedents such as work satisfaction, employee engagement, task performance, job dedication (Saks, 2006; Muse et al. 2007). Social exchange theory sets the theoretical basis of research on POS and EE. The reason lays in the belief that if one person gives another person favor then they will receive a corresponding return. The same premise goes for the POS that employees feel obligated to work harder and repay the organization the receive organizational support from their company (Settoon et al. 1996).

Perceived organizational support can be stated as the organizations' expectation of its employees and recognition of their contribution. Literature survey studies have

investigated the antecedents of POS over the years including Riggle et al. (2009) with 167 studies and Rhoades and Eisenberger covering seventy studies and most recent study by Ahmed et al. (2015) which added value to work of these two previous studies also have revealed that POS significantly influences employee engagement, organizational commitment, and work satisfaction. Related researches prove that POS has a positive relationship with employee engagement (Rich et al. 2010; Sacks, 2006). And all these study findings are consistent with each other. Considering employee engagement level affects organizations performance and one of the vital effecting factor is perceived organizational support, this dissertation has aimed to further examine the relationship between these two concepts. Also taken social exchange theory and reciprocity principle into consideration meaning POS creates a corresponding return of positive contribution from an employee it sets the theoretical basis of this dissertation on organizational support and employee engagement.

Innovative work behavior is taken as an outcome because there have been only a few studies that investigated its relation to employee engagement. Since IWB is described as the deliberate action of employees to create new ideas, products or procedures, it is linked to an attitude of employees being engaged and involved in the management process (Yuan and Woodman 2010; Lathem et al. 2005). When an employee feels enthusiastic they are more likely to employ creative ideas. Study results confirmed that EE has the antedating role on creativity and innovation (Gichohi, 2014). In another study, organizational support has been considered as an important factor in creating innovative work behavior. When employees feel organizational support and feel engaged in their work tasks that encourage innovative work behavior. In the same study results have also shown that respectful relationships affect employees feeling good and receiving organizational support from their organizations and in return that creates innovative work behavior (Scott and Bruce, 1994).

It also is not conclusive in terms of why and how certain antecedents can affect innovative work behavior (Yuan et al. 2013). The relationship between employee engagement and IWB has been studied among frontline employees of hospitality firms. The study reveals that positive emotions affect creativity and there is a positive

relationship between employee engagement and innovative work behavior (Slatten and Mehmetoglu, 2011). Another study result also shows a positive link between EE and IWB and reveals that employee engagement mediates the relationship between employees' relations with their supervisor and innovative work behavior (Agarwal et al. 2012).

According to report by Gallup organization, only 59% of engaged and only 3% disengaged employees feel that their job inspires them for creative ideas. Charter Management of Institute in 2007 has also supported that there are a high level and a significant positive relationship between innovation and EE (Perrin- ISR, 2006; Macleod et al. 2009). Also, the chosen outcome variable of IWB is highlighted in practitioner literature as one of the top employee drivers, but the change rate for innovation has been only 1% up globally and 6% in North America and 12% in Canada and -7% in Eastern Europe (Hewitt, 2015).

In recent years in the world of technology, innovation has become an important topic and plays an important role in both developed and developing countries. When it comes to innovation there are macroeconomic and microeconomic factors such as GDP/ per capita, research and development expenditures and international trade. According to a data source by the Global Innovation Index which covers 141 economies around the work, Turkey dropped 13 points from the year 2007 to 2015. And the Turkish economy, according to the GDP (purchasing power parity) per capita, grows at annual rate of 2.9% (Index, G. I. 2015). The Turkish economy shows potential growth in a long run. Evaluation of the factors affecting innovation programs and innovative work behavior in general and their implementations are lacking. Therefore, this dissertation aims to examine the factors playing role in innovative work behavior. Again, according to a data source by the Global Innovation Index as far as human capital and research ratings Turkey has improved ratings from 89th to 50th place in rankings in the year between 2009 and 2015. (Erciş and Ünalan, 2016). It can be said that rates which firms dedicate to R&D from their budget have positive effect in innovation performances. Companies make large investments in research and developments hoping to get higher productivity levels and profits. Although Turkey has improved in the area of R&D, it still needs to spend more on efficient technology policies and innovation system development in order to gain share in

the competitive market and create growth. Turkey needs to focus on researching and developing innovation and innovative work behavior in order keep the sustainable competitive advantage. The most important elements that promote innovation and creativity are job resources and the working climate (Amabile, 1988; Kanter, 1988). An organizational environment that promotes innovation may also encourage innovative work behavior (Scott and Bruce, 1994). Turkey from a cultural aspect has been characterized by high levels of uncertainty avoidance where people avoid taking risks (Hofstede, 2001). As far as innovation goes tolerating uncertainty and taking more risks can be the ancestors of innovation. In that case organizational climate, employee's well-being and the interpersonal relationships may affect the engagement level of an employee. And as a result, tolerance to uncertainty and risk-taking tendencies may change which may lead to innovative work behavior. Although binary relationships have been examined there is not a particular study that investigated all these variables together. This dissertation has examined employee engagement at the workplace and find out the interlinked aspects that help to the understanding of it better. Also, this dissertation has aimed to link EE to IWB and provide empirical examination on the linkage between two variables.

Overall, this dissertation framework intends to achieve two purposes. The first purpose is to test the nature of the relations with antecedent variables of IPC, PWB and POS and EE in a sample of Turkish employees. The second purpose is to evaluate and test the role of EE as a possible psychological mechanism or process in explaining the indirect nature of the relationship between antecedent variables IPC, PWB and POS and outcome variable of innovative work behavior.

Employee engagement is a key predictor of positive behaviors and attitudes at workplace. Low level of employee engagement may result in the negative consequences; therefore, it is vital to analyze the factors that determine EE. It is also important to find out programs that increase EE and reduce negative work behaviors. From a cultural aspect, Hofstede (2001) has characterized Turkey with high levels of uncertainty avoidance, which can be related to stress and job, demands. Even though the JD-R model argues that cultural differences are not important and the model works universally, the new transcultural empirical evidence is needed to prove this notion (Moura et al. 2014). With

the importance of EE on organizational outcomes and the necessity of new cultural evidence needed for job resource demand model, this dissertation examines three antecedent variables of IPC, PWB and POS and outcome variable of IWB within the Turkish business context. Turkey is considered a hierarchical society where managers' approach is paternalistic. Meaning managers show care and consideration for employees beyond the workplace. It is expected of the managers to treat their employees as their extended family. Turkish business style tends to be more autocratic and social class differences also exist in business. Managers tell their subordinates what needs to be done and do not attempt to reach an agreement. Considering some of these Turkish business context characteristics, three antecedent variables are chosen for this dissertation. Relationship with the immediate supervisor being one of the important drivers of employee engagement, it is necessary to investigate the interpersonal relationship to see whether there is an interpersonal conflict that may affect employee engagement. The antecedents of POS to see how valued and cared employees feel at the workplace. And the antecedent of PWB is to see how much employee's well-being affects employee engagement. The sample population is taken from five different industries to reflect population diversity in order to have results that are more accurate. Izmir is chosen as a city for the sample population because it is the third populous city in the country which contains a variety of businesses and represents overall Turkish business context as well. In Turkey, the subject of employee engagement has been studied by a handful of researchers. For example, the relationship between employee engagement and work overload and time flexibility have been examined by taking work-to-family conflict as a mediator and the results have shown partial support for the study hypothesis (Turgut, 2011). Another study has been done among 242 academics to examine the relationship between employee engagement and subjective well-being. Results have shown that EE is in a positive relationship with subjective well-being and two aspects of employee engagement of desire for job and dedication found to predict subjective well-being (Doğan et al. 2014). A different study has taken organizational justice as a mediator between positive organizational behavior variables and employee engagement and results have shown the positive and significant impact of hope, optimism, resiliency, and self-efficacy

on employee engagement (Çalışkan, 2014). In another study, the mediation role of supervisor support has been examined as a mediator between POS and employee engagement. Results have shown that supervisor support has fully mediated the relationship between variables and POS has a positive effect on employee engagement (İnce, 2016). And JD-R model has been utilized among nurses to investigate the relationship between job demands and resources. The results have shown that job insecurity and role ambiguity had negative relationships with employee engagement (Taştan, 2014).

As we can see employee engagement has been studied as a dependent variable in those studies and its relationship to certain variables has been examined in Turkish samples. In this dissertation, EE is taken as a mediator to see whether it mediates between chosen antecedent variables and the dependent variable. For example, POS relations to IWB through employee engagement has been investigated. In prior research, the relations have been examined through a mediator of supervisor support (İnce, 2016). And the type of conflict' work-to-family conflict has been examined as a mediator to investigate the employee engagement and workload and time flexibility. In this dissertation, IPC direct relationship to employee engagement and IWB has been examined. Also, EE has been a predictor of subjective well-being (Doğan et al. 2014), but this dissertation examined whether a PWB can predict IWB through employee engagement.

The first chapter includes the conceptual and theoretical background to the problem, framework and the importance of the dissertation. It also includes a definition of terms, assumptions, and outlines the organization of the dissertation. It starts with the introduction of the term employee engagement and then goes over the frameworks and theories of employee engagement. Then it follows literature review of the antecedent and outcomes variables links to employee engagement. Chapter two includes methodology, discussion and explanation of the research data and chapter three includes analysis is the findings of the dissertation. Last chapter four is the discussion of the results and limitations and recommendation for future research.

CHAPTER ONE

CONCEPTUAL AND THEORETICAL BACKGROUND

In chapter one, the main focus is on presenting the concept of employee engagement followed by a literature review on academic approaches and theories of employee engagement and the significance of the newly emerging notion. The literature review also includes employee engagement relations with IPC, PWB, POS and innovative work behavior. Chapter one also includes a definition of terms, outlines the organization of the dissertation and assumptions. The chapter ends with a brief summary.

1.1. DEFINITION OF EMPLOYEE ENGAGEMENT

There is no universal definition set in literature for the notion of employee engagement. Kahn (1990) has defined the words 'personal engagement and disengagement' very first time in his article "Psychological Conditions of personal engagement and Disengagement at work". According to Kahn (1990), EE is a psychological condition that captures multifaceted constructs and it can simply be defined as 'passion for work'. Kahn's definition of EE is "individual's cognitive, emotional and physical expression of the authentic self at work". He has described it as "the harnessing of organization members (preferred) selves to their work roles" and going back and forth between fully engaged in withdrawal, disengagement. Kahn's study on engagement draws based on Goffman's (1961) role theory, and Hackman and Oldham (1980) job design theory. His focus has been on the personal engagement of employees. Kahn (1990) defines EE as employee's ability to focus on task with an active full roll performance along with their expression of authentic self with a physical, cognitive, and emotional presence simultaneously. According to Kahn (1990), employees take charge of their role when they feel physical, cognitively and emotionally engaged and they withdrawal and become defensive during their role performances when they feel personal disengagement. He has conducted the study with the data gathered from two organizations to investigate the reasons why employees feel engaged and express their authentic self at work and why they

feel disengaged and be defensive of themselves. Since Kahn has published the work on employee engagement, interest in engagement has increased and multiple definitions, measures, conceptualizations, and theories of engagement has been published in the last twenty-five years (Macey et al. 2008; Bailey et. al. 2015). Although there has been a higher interest in the subject of employee engagement, there still isn't consistency in the definition. The term employee engagement has been tried to explain to researchers. Until employee engagement can be defined universally all the efforts for improvement cannot be measured and it cannot be managed (Ferguson, 2007).

There are a handful of definitions of employee engagement by different sources. After Kahn, it has been described by Laiter and Maslach (1997) from burnout literature as a state that one feels energetic and involves in activities that enhance and fulfills their work efficacy. Schaufeli et al. (2002) definition of engagement is an antithesis of burnout "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". Some researchers found the idea of EE as the antithesis of burnout, which evaluates where employees work towards their task with positive and alert state of mind (Bailey et al. 2015; Shuck, 2011). The opposite of engagement can be named ''nonengagement" rather than disengagement (Gonzalez Roma et al. 2006).

Most scholars have defined EE as "work-related state of mind that is characterized by vigor, dedication, and absorption" and not occupied by any other individual, event or object during work. As Bakker et al. (2007) define EE as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". Vigor means being persistence, even a challenge arises and still be willing to invest effort at work with intellectual flexibility and vitalizing energy. Dedication means being occupied in work with eagerness, inspiration, dedication, and pride. And absorption means employee being in the flow and fully concentrated during work and not able detach from work and notice time passing quickly during work (Demerouti et al. 2001; Maslach et al. 2001).

Harter et al. (2002) have defined EE as someone's involvement and satisfaction at work and enthusiasm. Their definition of EE is related to employee's well-being and work behavior. Another definition by Robinson et al. (2004), is based on the relationship

between employee, employer where employees feel involved and enthusiastic about their work and put an extra effort and work to their organization's success. According to their description of engagement, when an employee receives any job or personal resources by an employee, they feel obliged to their organization and its success. It simply means that employee is given more than the job description requires, delivers extra efforts precisely needed and focuses their "extra mile" on the top priority actions (Johnson, 2006).

Being newer construct yet another trend, the term EE sounds similar to other concepts such as organizational commitment, therefore, Robinson et al. (2004) defined it as "one step up from commitment". The definition can be also clarified by asking the question whether it is an attitude or a behavior and what is the relationship with other constructs such as satisfaction at work, organizational citizenship behavior, involvement, and organizational commitment, etc. (Little et al. 2006).

Shaw has (2005) defined EE "translating employee potential into employee performance and business success", and so "changing the way employees perform by utilizing the tools in the armory of internal communication professionals". This definition focuses on utilizing the resources for employees in order gain back performance.

Another definition distinguishes employee and organizational engagement as a distinctive and original idea. Saks's (2006), the definition is multidimensional and has used in several papers distinguishing job and organization scale as separate scales. In his definition of employee engagement, employees work performances consist of cognitive, emotional and behavioral factors (Selmer et al. 2013, Bailey et al. 2015).

Gallup organization which is one of the most widely known organizations who has done a meta-analysis on employee engagement has also defined the engaged employee as "work with a passion and feel a profound connection to their company" and "drive innovation and move the organization forward" (GMJ, 2006). Their definition includes connection and drives for innovation.

In their definition, Gruman et al. (2011) have made a statement that "employee engagement has a state and behavioral dimension, the state of engagement precedes and leads to engagement behaviors, and engagement behaviors are directly related to performance outcomes".

In 2009 MacLeod and Clarke have published a report "Engaging for Success" on engagement and found at least 50 different definitions of EE. Their definition of EE in the report is "a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being" (MacLeod et al. 2009; Truss, 2014).

As it can be seen that many definitions in the last twenty-five years of employee engagement have written that mostly include physical, emotional and cognitive component. This dissertation mainly focuses on Schaufeli et al. (2002) and Kahn (1990) definitions of employee engagement and takes its antecedent variables of physical-energetic, emotional and cognitive components. There is a similarity in both their definition and it reflects by their operationalizations. Kahn has proposed that psychological meaningfulness, safety, and availability are the antecedents' conditions that affect employee engagement level. Schaufeli et al. (2002) conceptualize employee engagement as separate construct other than burnout in JD-R model. According to this model, resources are the motivational factor in achieving work goals and foster employee in terms of vigor, dedication, and absorption. The model also assumes that employee engagement produces positive outcomes.

The following section covers the frameworks of the employee engagement and literature review on a relationship with its antecedent and outcome variables of interpersonal conflict, psychological well-being, POS and IWB and how it relates to employee engagement.

1.2. THEORETICAL FRAMEWORKS OF EMPLOYEE ENGAGEMENT

There is no agreement on how employee engagement should be defined and measured, and what factors or dimensions should be added or excluded. There are recent empirical researchers that benefit the subject of employee engagement that has helped with further understanding and comprehensive exploration of the subject (Witemeyer

2013; Cowardin-Lee et al. 2011; Stander et al. 2010; Markos et al. 2010; Macey and Schneider, 2008; Attridge, 2009). Recent studies are showing that the concept of engagement is advancing into new theoretical and empirical development. For example, in a study that has conducted a structured search, with the conceptualization of employee engagement, there are new concepts such as teamwork engagement and collective organizational engagement have entered into to the field (Matz-Costa et al. 2014; Bailey et al. 2015; Barrick et al. 2015).

We can name four scholarly models to define the concept of EE. As it has been mentioned before the first one is Kahn (1990) personal engagement model, the second one is the concept of burnout, opposite to engagement Maslach et al. (2001), and the third one is the Schaufeli et al. (2002) three-factor model of EE and the fourth and final one defines engagement using Saks (2006) multidimensional approach. The following section explains each concept.

Kahn (1990) has first presented the term "engagement" to academia with his theory generating article "Psychological Conditions of Personal Engagement and Disengagement at Work" with a purpose to examine the aspects that have an impact on one's "personal engagement or disengagement" at work. Many researchers such as Harter et al. (2002), Saks (2006), Macey et al. (2008), studies on employee engagement are built from Kahn, (1990), the original idea of engagement. The conceptualization Kahn has used for employee engagement runs parallel to self-actualization which is one of the Maslow's theory lists of human needs (Maslow, 1970). Maslow's hierarchy of needs theory assumes that people strive to fulfill five human needs and establishes a hierarchy of needs with a suggestion that individual cannot recognize next higher order need before the lower need is satisfied. Self-actualization is being the highest order of need defines as person desire to become more and more what one is and everything that one is capable of becoming (Goble, 1970; Burleson, 2005). Self-actualization is defined as fulfillment and satisfaction one feels with the completion of the activity (Maslow, 1998). Maslow's theory is important to explain employee engagement because the theory conceptualizes each of the basic needs. Kahn used the idea of employee engagement as the realization of one's needs and potentials, emotional fulfillment, and need for deeper connection which relates to self-

actualization. In Kahn's study, roles that employees take on at work represent chances for employees to express themselves actively, behaviorally, and effectively, in ways that are holistic where they can express their authentic selves during their work role performances (Christian et al. 2011; Rich et al. 2010; Kahn, 1992).

Kahn's employee engagement approach also has its rewards of individual's quest to be creative, to grow, to acquired knowledge, and develop one's abilities it can also facilitate functional behavior toward satisfying other needs, such as interpersonal relationships (Heylighen, 1992). In the quest for understanding engagement and disengagement at work, it is helpful to look into Kahn's need-satisfying approach that has three constructs for the completion of work. First one is 'meaningfulness", which is defined as "sense of return on investments of self in role performance". It refers to person devoting their psychological, emotional and cognitive energy to their work (Kahn, 1990). The second one is "safety", which is defined as "the ability to show one's self without fear or negative consequences to self-image, status, or career". Safety meaning employee feels free to ask questions or seek information or express themselves (Edmendson, 2002). And the third one is 'availability', which is defined as the "sense of possessing the physical, emotional, and psychological resources necessary" (Kahn, 1990). It refers to employees' beliefs and desires about having physical, cognitive and emotional resources available to invest themselves into their work (May et al. 2004). Kahn suggests that employee's physical, emotional, and cognitive states of engagement are affected particularly by these three constructs of need-satisfying approach: "meaningfulness, safety, and availability" (Rich et al. 2010; Kahn, 1990).

After Kahn's study, the first significant study has been by Maslach and Leiter (1997) and they have decided to expand the subject. They have taken initiatives on burnout concept by including positive antithesis of EE. Research results have proven a negative relationship between EE and burnout (Maslach et al. 2001). Burnout has been defined by three dimensions of inefficacy, exhaustion, and cynicism as a stress reaction that an employee feels when it comes to a relationship with their work. Burnout being the emotional and interpersonal stressors on the job has been linked to negative work behavior and described as contractive to engagement. Maslach et al.'s (2001), with the focus on

engagement, has conceptualized the term employee engagement and came up with the theorization of "the positive antithesis of burnout" (Maslach et al. 1996; 2001; 2003). EE has been defined as being the opposite of burnout. Maslach approaches this model in the framework of work life with the focus on six areas of values, rewards, validation, control, community and social support and perceived fairness that it either leads to burnout or engagement (Kular et al. 2008). Cynicism and exhaustion being two of the core characteristics of burnout, Maslach et al. (2001) argues that employees that experience exhaustion and cynicism are more likely to experience a sense of not being effective at work. Exhaustion happens when an employee gives too much of themselves to their work and feel physically and emotionally drained. An employee may feel detachment from other people and various aspects of the job and sense negativity which may cause cynicism. Maslach et al. (2001) rephrased dimension of burnout into three positive dimensions of high involvement, efficacy, and accomplishment. This idea of burnout has been validated and empirically tested in several studies (Schaufeli and Bakker, 2001; 2003). First empirical study (Schaufeli at al. 2002) has used burnout inventory among private and public companies in Spain with 314 students and 619 employees and has utilized burnout antithesis approach. The concept of burnout has been an inspiration for Schaufeli et al. (2002) to come up with the term employee engagement as being the opposite of burnout. As the interest has grown in positive psychology the interest of studying employee engagement has also increased versus burnout where the focus has been on employees' weaknesses and physical health.

In this dissertation, the concept of engagement has been used instead of burnout because the chosen antecedents are more related to positive work effect and behavior. For example, perceived organizational support is a positive experience itself and it creates overall positive work effect and relates to employee's well-being (Schaufeli et al. 2001).

The term EE (Kahn, 1990) is renamed as "employee engagement" (Schaufeli at al. 2002). Both models of Kahn personal engagement and Maslach burnout model explain the context of the engagement and explain what the factors are needed for employee engagement, and there is still room to explore why employees may reply to certain circumstances with different degree of engagement.

In the third approach, Schafeli 's three-factor model, the term is characterized by basis of the model of engagement of absorption, vigor, and dedication that is representing as positive and satisfying job-related state of mind (Schaufeli at al. 2002). Vigor stands for the desire to invest effort in the job and persistence one feels dealing with obstacles at work. Dedication represents employees' enthusiasm, inspiration, pride while doing their job, thus feeling significant. Absorption is experienced when an employee is completely concentrated and have the difficulty set themselves apart from their job. Schaufeli, at al., (2002), and Kahn's (1990) models found to be similar to the EE dimensions of "vigor, dedication, and absorption" to Kahn's "physical, emotional, and cognitive" dimensions respectively (Schaufeli et al. 2010). Utrecht engagement scale has been created based on the discussion that negative wording of Maslach Burnout Inventory (Schaufeli, et al. 2002). They also have created a framework called Job Demand Resource (JD-R) and extended their interests in employee engagement. It is created as an underlying theory to explain the dimensions of vigor, dedication, and absorption of employee engagement.

In a fourth and final Saks's multidimensional approach EE is defined as "a distinct and unique construct consisting of cognitive, emotional, and behavioral components associated with individual role performance" (Saks, 2006). The principle of the theory states that the overtime by the specific rules of exchange and maintaining the relationships, work turns into mutual, trusting and devoted commitments (Cropanzano, et al., 2005). The very first-time engagement has been studied in two separate categories of organizational and employee engagement (Sacks, 2006). And Sacks has utilized the three-component model (cognitive-emotional-behavioral) to investigate antecedents and consequences of employee engagement in the literature. This study suggests that when an employee experiences cognitive and emotional component it can manifest as the behavior of putting person's resources into their work. Saks (2006) study results have suggested that different factors in the same study can predict either employee or organization engagements. For example, where employee and organization engagement are predicted by POS, organization engagement is predicted by procedural justice and EE is predicted by job characteristics.

After reviewing four main models it has become clear that Schaufeli et al. (2002) is the most suitable model for this dissertation because the framework of this dissertation is built on Schaufeli et al. (2002) model of employee engagement. A framework can be described as a structured approach that organizations use for engaging their employees. This dissertation has used Schaufeli et al. (2002) JD-R model where job resources and personal resources and demands are taken as antecedents that lead to the outcome of organizational performance improvements.

Conceptualization of EE by Schaufeli et al. (2002) has similarities of Kahn's model as Schaufeli et al. (2002) scopes of "vigor, dedication, and absorption" are similar to Kahn's scopes of "physical, emotional, and cognitive" respectively. They both take employee engagement as an emotional and cognitive component. It is important to understand Kahn's work and understand the roots of term employee engagement and see the similarities of Kahn's (1990) and Schaufeli et al. (2002) engagement dimensions. They both have described employee engagement as a psychological experience that leads people to be self-fulfilled and manifests positive organizational behavior. Kahn's model has been dominated by the work of Schaufeli et al. (2002), who characterized the model of employee engagement with facets of vigor, dedication, and absorption. Schaufeli et al. (2002) employee engagement scale are used almost in 83 % of the employee engagement researchers, including the job demand resource model with 39% among empirical papers of employee engagement (Bailey et al. 2015).

The following segment discusses the theoretical frameworks of EE. Employee engagement as its roots coming from positive psychology, theories of it have been reflecting the level of the individual perspective (Fineman, 2006). Considering the fast growth of studies of the term employee engagement in both private and academic world, there is a need for the burgeoning emergence of the concept (Zigarmi et al. 2009). Theoretical academic researchers on employee engagements are still developing and conceptual frameworks are not well ordered yet.

Employee engagement has been explained by a wide range of theoretical frameworks. Engagement scholars such as Kahn (1990) with Kahn's personal engagement theory, Schaufeli et al. (2002) with JD-R model, Alfes et al. (2013) with SET, Bakker et

al. (2007)with conservation of resources theory, Bakker and Bal (2010), with broaden-and-build theory created different frameworks to explain its relation to its antecedents and outcome variables. In this dissertation review of most used frameworks are included. Among the papers that have used theoretical frameworks of employee engagement, 65 of them used JD-R model, 26 of them used social exchange theory, 14 of them used conservation of resources theory, 8 of them broaden-and-build theory and 7 of them used Kahn's personal engagement theory. The following section goes over these frameworks (Bailey et al. 2015).

JD-R model theory holds an assumption that engagement links to job resources to organizational outcomes (Wollard et al. 2011). Even though there have been researches done to prove how job resources and personal resources affect employee engagement there is still a need to take an integrative approach to examining the EE. More specifically, the extant research on how psychological experiences such as psychological well-being and perceived organizational support have an impact on employee engagement as job resources and personal resources. This dissertation has aimed to take an integrative approach to examine both job and personal resources together to see how psychological well-being, perceived organizational support and interpersonal relationships affect employee engagement in JD-R model.

The second most popular used framework is the social exchange theory which argues that when an employee is treated well valued, this helps to raise the level of engagement they feel at work (Alfes et al. 2013).

Conservation of resources theory argues that employees seek on protecting the personal, social, valued resources such as material resources and acquire new resources at the workplace (Bakker et al. 2007). The conservation of resources theory holds a theoretical reasoning that positive experiences or resources create positive spiral effects where positive experiences or resources accumulate and opposite holds.

Bailey et al. (2015) have presented a study using resource management model to investigate the meaning of engagement and used five group factor such as organizational and team factors, psychological states, leadership and job design for examining antecedents and outcomes. Researchers have directed a systematic version of evidence

including 214 studies which researchers have been able to identify six different conceptualizations of engagement. In the study results have shown that employee engagement is mostly active in relation to task performance and had a positive relationship with organizational performance and individual morale.

Broaden and build theory includes branches of positive emotions such as joy, pleasure, and love and feeling these emotions spark and broaden the person's provisional positive emotional range. According to Fredrickson (2001) employee engagement happens when an employee feels a positive emotion (Parker et al. 2011).

Job resource model and social exchange theory being the most used frameworks, there is no single approach that dominates the field as each approach proposes a different perspective. This dissertation examines several key antecedents and outcomes related to employee engagement that has either not been addressed or has been addressed but requires further attention. This evidence-based JD-R model may provide a key leveraging point for the practitioner or academic literature. Since this dissertation utilizes job demand resource model the following section reviews it in more detail.

1.2.1. Job Demand Resource Model

A useful conceptual frame called JD-R model (Demerouti et al. 2001; Bakker et al. 2007) distinguishes job demands and resources as two types of job characteristics. Job demands can be emotional, physical or cognitive demands. Job resources refer to those job aspects that causes enabling the realization of work goals, learning and developing new knowledge, induce personal development and stimulates reducing job demands at the workplace. In other words, it can be said that job resources have the potential to motivate employees by helping to reduce the job demands.

There have been numerous studies that draw on the JD-R model (Babakus et al. 2009; Ashill et al. 2011; Menguc et al. 2013; Bakker and Demerouti, 2007; Demerouti et al. 2001; Sulea et al. 2012) to explore and test a conceptual model of employee engagement or disengagement. There is an assumption that job demand resources model

carries that each job has its threat factors that can be either classified as job resources or demands and this model is applicable to different job settings.

The experimental use of JD-R model has been very popular among researchers because it includes all demands and resources and argues that any type of job resources and demands may influence employees' motivation, well-being and health. This model distinguishes resources and demands where resources motivate employees and foster EE and demands withdraw employees desire to put additional effort into their work.

Initially, the JD-R model has developed by Demerouti (2001), in order to understand the antecedents of burnout. Lack of resources and long-term job demands has been linked to burnout. Another observation came from Bakker et al. (2003) stating that fewer job resources have made an effect on having higher exhaustion. There are two studies by Bakker et al. (2005) and Xanthopoulou et al. (2007) found clear evidence that job resources mitigate the negative effects of job demands. A revised version of JD-R model has been proposed by Schaufeli and Bakker (2004) which included employee engagement next to burnout as mediators. They have given the model a positive psychological spin which emphasizes motivational aspects of job resources next to the negative psychological state of job demands. The revised version has followed the effort recovery theory (Meijman and Mulder,1998) with a notion that when job resources are offered that encourages employees' dedication and effort to their work task. Based on this information it is assumed that employee engagement meditates between job resources and desired work outcomes. The job demand resource model is not restricted and includes all job demands and resources. It is more like a way of thinking because there is no single JD-R model has been set showing how job resources effect well-being, health and motivation. In general, the job demand resource model relates job demands with exhaustion and lacking job resources with disengagement (Admasachew et al. 2011). But the model is heuristic in a way that two different studies may test the same assumptions with no overlap study concepts. Therefore, this model has wide applicability and usefulness. In JD-R model as it is seen in Figure 1, there are positive motivational and negative health impairment processes operates. As resources foster employee engagement with the assumption of positive outcomes of job performance, job demands cause decrease

performance. But there is also a cross-link exists between two processes meaning poor resources may be the reason for burnout or demands may promote growth and future gains (Schaufeli, 2013).

The fragmentary analysis of the JD-R model has also been done by Schaufeli and Taris, (2014). For example, some studies such as Hakanen et al. (2007), Bakker et al. (2005) have used the JD-R model to only examine the motivational process, the effect of job demands and resources on EE. Whereas other studies such as Rothmann and Essenko (2007) and Knudsen et al. (2009) have only focused on burnout to examine the impairment process of the job demand resource model.

This dissertation distinguishes two kinds of resources; job and personal resources and have only focused on the motivational process of the job demands resources model. The reason to examine the motivational process is on a more general level that job resources are related to instructing motivation (Salanova and Schaufeli, 2008). In the model, both resources play a motivational role in achieving work goals and developing personal growth. When employees obtain a high level of job and personal resources, their level of engagement also goes higher (Bailey et al. 2015). Example of job resources can be salary, career advancements, and improved relationship at the workplace, participation in decision making and task identity and performance feedback. Job resources play an intrinsic or extrinsic motivational role by being influential on low cynicism, and excellent performance. It is safe to say that job resources have the potential to achieve goals, desired results, and help employees to overcome job demands and lead to high employee engagement.

In JD-R model of EE, job resources and personal resources have been taken as antecedents which lead to performance improvement. Job and personal resources as antecedents foster EE and lead to profitable and positive outcomes such as job performance and employee well-being. It can be predicted that job resources support the expansion of personal resources (Bakker and Demerouti, 2007; Airila et al. 2014). Job and personal resources are both in a positive relationship with employee engagement (Xanthopoulou et al. 2009).

In this dissertation, POS has been taken as job resources because it has the motivational pathway to stimulate employee growth, learning, and development (Laschinger et al. 2006). Perceived organizational support happens when an employee develops a conviction that organization cares about their well-being and in return, they feel show greater loyalty and higher performance (Rhoades and Eisenberger, 2002).

As personal resources, psychological well-being has been taken because it represents employees' capacity to have sufficient psychological and physical resources to invest in their work role. Personal resources can be defined a self-assessment that is linked to employees' ability to impact and control their work environment positively and sustain resiliency (Hobfoll et al. 2003). Psychological well-being is emphasized as one of the personal resources by Xanthopoulou et al. (2007) which can be described as someone's ability to influence their surroundings successfully. This dissertation result has also shown that personal resources predicted employee engagement. Bakker et al. (2010) have emphasized personality factors as a personal resource within the job resource model (Sulea, 2012; Hobfoll et al. 2003). On the subject of employee wellbeing, academic research progress of previous studies has been limited and as far as the personal resources there is a wide range of room to explore the antecedents of wellbeing.

Based on these results we can predict that job resources support the expansion of personal resources (Bakker and Demerouti, 2007). Job resources theory is applied by Bakker et al. (2003) and research hypotheses provide evidence that employee well-being predicts significant organizational outcomes.

Looking from the disengagement point of view, Schaufeli et al. (2004), has tested the job demand resource model (figure 1) as a dimension of burnout and study findings have shown that when job resources increase it leads to higher employee engagements and the opposite leads to disengagement. But as it has mentioned before there is a cross-link exists between two processes meaning poor resources may be the reason for burnout or demands may promote growth and future gains (Schaufeli, 2013). A research has linked negative relations between employee engagement and absenteeism (Schaufeli et al. 2009). And there are other researchers have linked negative relations such as deviant behavior

(Alfes et al. 2013; Sulea et al. 2012), absenteeism (Schaufeli et al. 2009), and turnover intentions with employee engagement (Halbesleben, 2010).

In this dissertation, the interpersonal conflict has taken job demands because it is known to create a stressful environment at work. When a job requires mental and psychological effort and creates psychological costs it is considered as to be job demand. Examples of job demands can be stress at work, conflict in interpersonal and social relations, low autonomy (Bakker et al. 2007). In the literature, there are two types of job demands listed. The first one is listed as challenges and the other one listed as hindrances (Lepine et al. 2005; Bakker and Sanz-Vergel, 2013). When a job creates a stressful environment and affects personal growth and goal attainment, it is considered as hindrances and expected to be in negative relations with employee engagement. However, when a stressful demand can promote personal growth and mastery it is considered as challenges and expected to be in positive relations with employee engagement. When exposed, both types of demands have potential to make the employee feel drained but not particularly stresses (Bakker and Sanz-Vergel, 2013). These classifications of demands are not always straightforward though as it can be dependent on precise job demand and work-related sector. For example, interpersonal conflict may be taken as challenges that drive motivation to excel in the today competitive environment. In another job and occupation where teamwork is emphasized and highlighted, it can be taken as hindrances (Barker and Sanz-Vergel, 2013). That means there is no clear categorization of job demands as far as for challenge versus hindrance demands. The relations between employee engagement and job demands can be positive or negative depending on whether the demand is a hindrance or challenge (Crawford et al. 2010). Despite the fact that job demands resource model doesn't emphasize the relations between employee engagement and job demands, some studies have shown that challenging job demands have direct positive relations with employee engagement versus hindrance job demands have negative relations (Bakker et al. 2005; Lorente et al. 2008; Braine and Roodt, 2011; Fourie et al. 2008; Hakanen et al. 2008). The reason for the inconclusive results can be whether chosen job demands are taken as challenges or hindrances type of job demands.

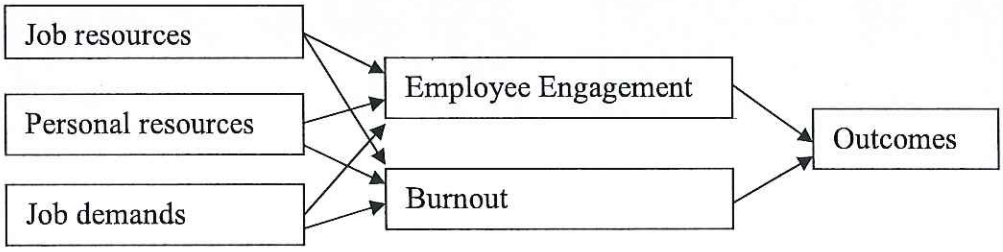
The positive relationship between job demands and EE can also be clarified by the availability of the abundance of resources. When the participants have many resources available at hand that may lessen the negative effects of job demands (Fourie et al. 2008; Bakker and Demerouti, 2007). For example, one study suggests that the job resources especially influential on positive outcomes when job demands are at high level (Bakker et al. 2007). But the review of EE studies by Bailey et al. (2015) has shown that the relationship between EE and job demands are inconclusive considering some of these studies such as Braine and Roodt, (2011), Fourie et al. (2008), Hakanen et al. (2008), found a positive association between engagement and demands. These study results can also be explained by the type of job demands have chosen whether its challenges or hindrances type of demands. Even though job demand resource model doesn't emphasize on the relationship between EE and job demands, there are some empirical studies have shown that challenging job demands are in positive relations with employee engagement and hindrances job demands are in negative relations with employee engagement (Bakker et al. 2005; Lorente et al. 2008).

Job demands-resources model holds to be the most widely used framework in the engagement literature. As we can see in Appendix 1, most of the research papers have used the Utrecht scale to measure employee engagement in their studies. For example, Demerouti et al. (2001) has utilized JD-R model in their study and found that exhaustion is the result of the job demands such as working long hours, time pressure and disengagement is the results of lacking job resources such as playing role in decision making and performance feedback. Demerouti et al. (2001) have utilized another study with an alternative methodology to measure job demands and resources among employees using observer ratings and self-report data of job demands and resources and the study also has shown a strong validation of the JD-R model. According to this study, there is a positive relationship between job demands and exhaustion and job demands are negatively related to disengagement from work. Bakker et al. (2003) have utilized JD-R model in their study and results have shown that job demands predict burnout and job resources predict organizational commitment. Bakker et al. (2004) have hypothesized that job demands predict in role performance and job resources predict extra-role performance

through their relationship with disengagement and results have proven their hypotheses. Another research has utilized JD-R model and conducted a study between two different groups of people from seven different organizations with low and high employee engagement level. It is measured with Utrecht scale and the results have shown that high employee engagement group scored high in job resources and there is no difference between both groups as far as job demands are a concern. Study results have also shown that when high demands and low job resources acting together outcome of exhaustion and cynicism can be predicted (Bakker et al. 2005). Another study by Hakanen et al. (2006) among Finnish teacher has utilized JD-R model and results have indicated that employee engagement has a mediator effect of job resources and organizational commitment and burnout has a mediator effect of job demands and bad health.

Based on these researches it is assumed that job demands and resources may influence the important organizational outcome. Job demands manifest as health problems or lack of energy and may lead to disengagement from work, and job resources are related to driving for success, employee engagement and commitment (Schaufeli et al. 2004; Bakker et al. 2003; Bakker et al. 2007).

Figure 1: The Job Demands-Resource Model



Source: Adapted from Schaufeli, 2013.

1.3. EMPIRICAL STUDIES OF OUTCOMES OF EMPLOYEE ENGAGEMENT

The term outcome refers to the result or consequence of a certain condition or action (Saks, 2006). When employee's behavior is being affected due to the job

description and it contributes organization's operation to a technical core it is considered in-role task performance. When individual behavior is influenced by job resources which have a positive impact on task performance by boosting or keeping the social and psychological environment then it is considered extra-role performance (Borman et al. 1997). According to some studies examples of in role task performance are given as performance appraisal ratings, service quality and quality of care and extra-role task performance are given as citizenship behavior, adaptive service offering and innovative work behavior, knowledge sharing (Rich et al. 2010; Xanthopoulou et al. 2013; Yalabık et al. 2013; Chen et al. 2011; Alfes et al. 2013; Barnes et al. 2013).

In the literature outcomes of employee engagement has been studied by several researchers and results of their studies have shown that when employees feel high level of employee engagement, it manifests with positive business outcomes of extra role task performances such as profitability, productivity, high retention rate, high customer satisfaction rate and employees feeling safe at the workplace. Some of these researchers are listed in Appendix 1 (Schaufeli et al. 2004; Saks, 2006; Salanova et al. 2005; Harter et al. 2002; Schaufeli et al. 2008; Koyuncu et al. 2006). For example, research by Koyuncu et al. (2006) has revealed that employee engagement predicted work satisfaction, psychological well-being and intention to quit. When employees increase and maintain their employee engagement level, their experiences of felling optimism and individual performances increase Medlin et al. (2009). Burke et al. (2010) study have confirmed that level of employee engagement predicts job satisfaction and intention to quit. Xanthopoulou et al. (2009) with their research have found that EE is positively related to extra-role performance.

Results of other studies have also shown that when employees feel engaged with their work tasks cognitively vigilantly and emotionally, they are more on their work duties. Whereas employees that are disengaged withhold their physical, cognitive, and emotional energies (Hochschild, 1983; Goffman, 1961; Kahn, 1990; Ashforth et al. 1995). When employees feel engaged they find it hard to separate themselves from their work considering that they have identified with the work that they do and the amount of energy they have invested into their work (Schaufeli et al. 2004). There are other studies listed in

Appendix 1 with empirical evidences showing that employee engagement may cause positive work behavior and enhance affective commitment, leadership, overall revenue generation, corporate social responsibility, levels of psychological climate, supportive organizational culture and help to gain higher levels of profit, reduce turnover intention and improve customer service (Maslach et al. 2001; Fleming et al. 2007; Halbesleben et al. 2008; Shuck 2011; Rich et al. 2010; Xanthopoulou et al. 2009; Wollard et al. 2011; Saks, 2006; Christian et al. 2011). There are some recent researches that benefit the subject of employee engagement, by establishing a positive relationship between work satisfaction and EE (Saks, 2006; Hakanen and Schaufeli, 2012). And there are some studies have shown that employee engagement is an antecedent of several work-related outcomes such as innovativeness, performance, commitment and work satisfaction (Amabile, 1997; Shalle et al. 2004; Salanova et al. 2005; Bhatnagar 2012; Zhang et al. 2010; Rich et al. 2010; Christian et al. 2011; Stumpf et al. 2013; Chughtai et al. 2011) Research has also linked a positive relationship with job and life satisfaction (Saks, 2006; Hakanen et al. 2012). By looking at these studies it can be said that EE matters.

There is also a positive relationship between EE and job performance (Bakker et al. 2004). Nevertheless, as far as the researchers on employee engagement go there are fewer empirical studies between employee engagement and job performance, and more research needs to be done to explain and discover more about this relationship (Shuck et al. 2010; Saks, 2006). Some researchers investigated the relations between job performance and EE. For example, Rich et al. (2010) have researched and found that there is a strong theoretical reason to prove the positive relationship between job performance and EE. Another study among 261 Chinese female nurses and police officers, findings have shown that engagement had positive relations with both commitment and performance (Xanthopoulou et al. 2007). Also, in another meta-analytical review, Christian et al. (2011) have concluded that employee engagement is a determining factor for higher levels of task performance and motivation. Balducci et al. (2010) study have confirmed that engagement has a positive relationship with job performance.

In this dissertation, considering the motivational aspect of job resources, only extra role performances are evaluated as an outcome of employee engagement. Innovative work

behavior is examined and measured as an outcome variable because it is linked to an attitude of employees being engaged. Also, there are very few studies researched its relation to employee engagement and it is not conclusive in terms of why and how certain antecedents can affect innovative work behavior (Yuan et al. 2013). For example, a study in Appendix 1, has been performed in two different groups of self-employed and salaried employees and for both groups, results have confirmed that EE is in a positive correlation with innovativeness and task performance (Gorgievski et al. 2010).

1.4. EMPIRICAL STUDIES OF ANTECEDENT OF EMPLOYEE ENGAGEMENT

The following section reviews some of the empirical studies of the antecedent of EE in the year between 1990–2016. Employee engagement as being an evolving concept in both academic and human resource development literature has been applied in various studies with the focus on using it as an antecedent, outcome or the mediator. In Appendix 1, the first table includes both individual level antecedents that imply to only individual employees and organizational level antecedents that aim to discover the development of the employee engagement at the structural level. In the same Appendix 1, the second table lists empirical studies that use employee engagement as a mediator.

Antecedent refers to a certain determinant extent that effects or predicts a certain attitude or behavior that can come about a practice (Saks, 2006). Antecedent can be defined as tactics, context or a circumstance which causes anticipation of the discovering new concept of the EE. By discovering antecedents, organizations can gain advantages of the outcome of engagement such as retention, profit, and productivity. Since there is no agreement among researchers in defining the concept of employee engagement there are also a variety of antecedents and consequences of EE exist. As it has seen in the literature, employee engagement's conceptual and empirically driven antecedents have not been fully explored or discovered yet (Wollard et al. 2011; Bailey, 2015). In the literature despite the existence of certain antecedents of employee engagement, there is a debate over what variables affect levels of engagement suggesting engagement is not only

influenced by individual-level differences but also organizational and socio-cultural differences as well (Fergusan, 2007). Some argue that individual differences such as perception and personality produce employee engagement and others argue that workplace aspects such as climate and culture of the organization influence it (Kular, 2008). Wollard and Shuck, have conducted a thorough structured literature review and identified 21 of individual and organizational of employee engagement antecedents. Individual ones are directly applied to employees as constructs or conditions whereas organizational ones are directly applied as the foundational to the development of EE.

Kahn initially proposed psychological of employee engagement which focuses on psychological factors of availability, meaningfulness, safety at the level of the individual. According to Kahn, these are essential to enhance the level of EE. As listed in Appendix 1, May et al. (2004) have empirically has tested Kahn's model. Study results have confirmed that psychological meaningfulness, availabilities, and safety are the predictor of employee engagement (Kirk-Brown and Dijik, 2011). Another study by Olivier et al. (2007) has confirmed that that psychological meaningfulness, availabilities are the predictor of employee engagement.

Based on the empirical evidence the some of the individual antecedents are absorption, dedication, participation in meaningful work, link individual and organizational goals, POS, vigor, work/life balance, core self-evaluation, value congruence, and higher levels of corporate citizenship (Wollard and Shuck, 2011). For example, Saks (2006) has identified perceived organizational support, procedural justice, and rewards and recognition as antecedents based on Kahn's (1990), and Maslach et al. (2001) models. Rich et al. (2010) have examined potential antecedents of EE and found that value congruence, POS, and core self-evaluation are the important drivers of employee engagement. Psychological well-being has been found by Robertson et al. (2012) to be the predictor of employee engagement. Trust has been also identified as the antecedent of employee engagement by Chughtai and Buckley (2009) on the relationship with performance). For example, Koyuncu et al. (2006) have examined potential antecedents of employee engagement and found that control, value fit, rewards, recognition are the important drivers of employee engagement.

At the organization level when employees feel good about their work, view their work exciting and inspirational it may foster goal accomplishments, lead employees to be more innovative and direct them towards finding new solutions and stimulate them with positive affective reactions. When employees are excited to go to work and stay diligent they are not willing to leave their work even the job gets most difficult (Hobfoll et al. 2001; Fredrickson, 2004; Saks, 2006). Based on empirical evidence some of the organizational antecedents are authentic corporate culture, corporate social responsibility, job characteristics, job fit, level of task challenge, manage expectations, manager self-efficacy, the perception of workplace safety and positive workplace climate rewards and supportive organizational culture. With the discovery of new antecedents and understanding the relationship of which antecedents may enable employees in becoming and staying more engaged at work organizations may lead to performance improvement (Kim et al. 2012). Self-efficacy is found to be one of the key predictors of EE. The role of self-efficacy beliefs identified as antecedents where employees may feel positive feeling and intentions towards the company and manifest more harmonious and trusting relationship with their employers and coworkers (Llorens et al. 2007). In another study by Xanthopoulou (2008), self-efficacy has been found to be the indicator of employee engagement.

In another study, Koyuncu et al. (2006) have examined potential antecedents of EE and found that control, value fit, rewards, recognition are the important drivers of employee engagement. And Karatepe (2013) has identified rewards, training and empowerment as antecedents of employee engagement. In a study by Medlin and Green (2009), workplace optimism has also found to be the indicator of EE. In another study by Halbesleben at al. (2008) corporate social responsibility has been identified as another antecedent of employee engagement.

As a mediator JD-R model holds an assumption that engagement links to job resources to organizational outcomes (Wollard and Shuck, 2011). There are also some studies emphasizing the full mediation effect of employee engagement among job resources and positive business outcomes. As it is listed in Appendix 1, the majority of employee engagement researchers have utilized JD-R model where job resources and

demands have been taken as antecedents of employee engagement. There are some examples of studies in Appendix 1, have shown EE mediates the relationship between organizational commitment, rewards, and recognition, intention to quit. It also plays a mediator role in control, feedback, variety and proactive behavior. There is also mediation of engagement between organizational citizen behavior, perceived organizational support and value congruence. And some other study outcomes show partially mediation effect between job satisfaction and organizational citizenship behavior. In another study engagement partially mediated the job demands as individual characteristics, and partially mediated the organizational commitment of job resources (Sonnentag, 2003; Saks, 2006; Bakker, 2004; Martinussen et al. 2007; Bakker et al. 2008; Rich et al. 2010). For example, Schaufeli et al. (2004) has tested burnout and employee engagement as separate models and has found that engagement has different predictors and consequences than burnout and job resources predict employee engagement. Hakanen, et al. (2005) research also has found positive relations between job resources and EE. Another study with longitudinal design has applied JD-R model and examined the role of job resources in the development of employee engagement. Another study by Xanthopoulou et al. (2009) has applied JD-R model found that personal resources and job resources together have predicted employee engagement. These studies have shown that job resources have a positive effect on their work and act as an intrinsic motivation factor. According to Bakker and Bal, (2010)'s study, EE has mediated the relationship between job resources, demands and the extra role and in role performance. A study by Sulea et al. (2012) has taken job demands and resources based on JD-R model to examine whether an interpersonal conflict, conscientiousness, and POS can be the antecedents of employee engagement. Study results have revealed that employee engagement is anticipated by interpersonal conflict in a negative direct way and predicted positive relations with conscientiousness and POS.

Although job demands have been taken as the stressor in many studies, Sawang (2012) very first time has identified it as a positive driver for employee engagement in Australia. İt has been argued by Sawang (2012) that job demands can be seen as job challenges and employees with high job demands will engage more in their work.

Even though there is a progress in regards to research in the area of EE antecedents, there still is not a full view of all the other potential employee engagement drivers that present well-designed classification of employee engagement. In the fields of academic research, there is still a need for developing a framework that includes all core engagement predictors (Wollard and Shuck, 2011).

As it has mentioned and explained in the introduction section, the antecedents' variables presented in this dissertation are perceived organizational support, psychological well-being and interpersonal conflict and the outcome variable of innovative work behavior. In the following section, the concept of interpersonal conflict and its relation to employee engagement as antecedents are explained. Empirical studies on relationship conflict show that it has detrimental effects on work performance and job attitudes such as task performance, commitment, and interpersonal interactions and in decision involvement. Even though handful scholars have hypothesized that relationship and task conflict among employees and incorporated with outcomes such as dissatisfaction and diminished performance, there is still little known about the consequences of conflict on psychological outcomes such as employee engagement (De Dreu et al. 2003). Therefore, interpersonal conflict has taken as one of the antecedents.

1.4.1. DEFINITION AND THEORIES OF INTERPERSONAL CONFLICT

According to Moore's (1986) definition, a conflict exists when two or more people struggle with status, value or power and limited resources. When two or more individuals operating within a unit appear to have interpersonal incompatibilities it can be defined as conflict (Boulding, 1963; Chuang et al. 2003). Relationship conflict interferes with satisfaction and triggers emotions such stress, frustration, fear and anxiety which diminish their satisfaction (Chen et al. 2011; Jehn, 1995). According to Jehn, (1995) relationship conflict result in employees disliking each other and not exchanging useful ideas with each other which causes deterioration of their work performance and disengagement from their tasks.

There can be many reasons for conflict such as unfairness, the inadequacy of the employees or injustice, etc. When an employee feels injustice or unfairness, they do not contribute extra of their time and energy to the organization. The term interpersonal conflict refers to having negative relations with others at work and feeling negatively charged (Keenan et al. 1985; Spector et al. 1998). IPC is considered a workplace mistreatment and it is one of the most common interpersonal stressors in the workplace (Bowling et al. 2006; Sliter et al. 2011; 2014). It is defined as a wide-ranging range of interpersonal mistreatment behaviors to higher intensity deviant behaviors like an anger or verbal aggression and incivility (Sliter et al. 2011; Sliter et al. 2014).

Conflict in organizations can take on any of several different forms. Different categorized types of conflict have been published by various researchers. It has been distinguished as task and interpersonal relations conflict by Guetzkow et al. (1954). When people are in disagreement that is associated with feelings of hostility, relationship conflicts happen. This kind of conflict relates to interpersonal disagreements between the conflicted partners regarding personal issues. In interpersonal relationships when affective conflict arises it may lead to hostile and aggressive behavior and emotions such as hurt feelings and affects the group and organizational loyalty, performance, satisfaction, and commitment level in the workplace (Jehn, 1995; Rahim, 2001, 2002; Wang et al. 2007). Relationship conflict is volatile and has counterproductive nature, therefore, it has a negative effect on the individuals working in a group or organization. It can result in delayed projects and poor outcomes. When it happens, employees feel emotions such as frustration, anxiety and fear and uneasiness. Relationship conflict may negatively affect employees enjoying working with each other and overall their work performance in work settings. And it may also result in employees wanting to psychologically or physically withdraw from the disturbing situation (Jehn, 1995; Walton et al. 1969). Also, managers' time is being wasted to resolve the relationship conflicts among employees, coworkers and staff members. If there is a disagreement about how to solve a certain issue or problem at work, task conflict happens. This kind of conflict relates to situational factors regards to the correct way of accomplishing a task (Pinkley, 1990; Jehn, 1995). Task conflict may also have an impact on stress and anxiety levels of group members and limit their ability

to think clearly and understand the issues they dealing. Group members focus their time and energy on each other rather than on the group's problems. Another similar grouping by Wall Jr et al. (1986) differentiates two types of conflict as substantive content of the task conflicts and relationship focused people conflicts (Jehn, 1995). If the conflict is severe, they may jeopardize the performance of their teams. If the problem or disagreements employees are facing the group task, then the aim or focus can lead to intergroup conflict (Jackson, 1985). It can also have an impact on stress and anxiety levels of group members and limit their ability to think clearly and understand the issues they dealing. Group members focus their time and energy on each other rather than on the group's problems. More often relationship and task conflict can run together and affect the group and its members.

Recent study results have shown that meaningful and rewarding interpersonal interactions with coworkers and clients promote pride, self-appreciation, and a sense of worthiness (Lange, 2010). Interpersonal relationships are a priceless source of meaning in one's lives because it meets their relatedness, needs of sharing their existential journeys with each other, and to feel appreciated (Alderfer, 1972; May et al. 1958; Kahn, 1990).

1.4.1.1. The Relationship between Interpersonal Conflict and Employee Engagement

Organizations are facing the problem of interpersonal conflict. In a work environment, interpersonal conflict may easily arise from differences in personalities, rivalry at work, different in opinions for work goals, bullying behavior, and conflict in work teams. Coworkers rewarding interpersonal interactions with each other result in increased psychological safety because of employees feel a strong sense of social identity and belonging (Kahn, 1990).

When employees experience personality clashes, feel angry with one another and have interpersonal problems, these may cause them to be less effective at their job tasks and produce less than high standards of products (Argyris, 1962). There are studies show that when employee feel angry with one another they lose perspective about their work

task, and their cognitive capacity diminishes and their ability to process complicated information tend to be inhibited (Staw, 1981; Roseman, 1994; Jehn, 1995). As it is reported, the interpersonal conflict has become one of the most frequently stresses factors at the workplace (Keenan and Newton, 1985). It is more related to organizational restraints such as task conflict, desire to leave the company, and affective reactions (Spector and Jex, 1998). Employee engagement is less likely to happen if they are involved in the interpersonal conflict in the workplace (Chen et al. 2011). The research that is done by Van's (1965) has shown that interpersonal conflicts affect individual performance because employees put all their energy and efforts to resolve the conflict which results in limiting group productivity. When anger and frustration are playing a role in the interpersonal conflicts employees become less effective in communication and cooperation (Baron, 1991). A study done by Pelled, (1996) has explained how relationship conflict affects group performance in three different ways. First, employees are not able to process the new information provided by other members due to limited cognitive processing. Second, the receptivity of the ideas of other group members is lessened. Third, the energy and time are wasted trying to resolve interpersonal conflict instead of working on the task (Jehn, 1995).

There are other studies of interpersonal conflict that have been linked to negative workplace results such as employees bad health (Spector and Jex, 1998), increased burnout and diminished job performance (Sliter et al. 2011), and decreased work satisfaction (Spector et al. 2000; Sliter, et al. 2014). A study has linked incivility which is considered a type of mistreatment behaviors and subtle manifestation of interpersonal conflict to burnout among Canadian employees (Laschinger et al. 2009). Workplace incivility has also been linked to decreased job performance and job dissatisfaction (Cortina et al. 2001; Laschinger et al. 2009). The IPC has also been linked to absenteeism, sales performance (Sliter et al. 2012), and PWB (Lim et al. 2005; Sliter et al. 2014). According to a study that has done by Pearson et al. (2005), employees who have been treated unfairly at work reduce their work efforts intentionally and overall the quality of their work diminishes unit effectiveness (Laschinger et al. 2009). Lim et al. (2008) also

have found significant relations between wellbeing and turnover intentions (Laschinger et al. 2009).

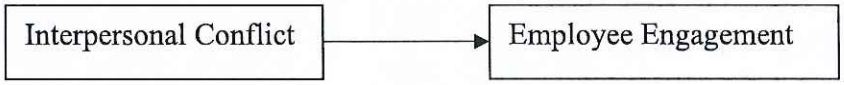
Thomas et al. (2005) has examined the organizational commitment relations in a military sample with work stressor of interpersonal conflict focusing on the role of supervisory support. Results have shown that how employees feel and see the interpersonal conflict in the company are in a negative relationship with both effective and continuance commitment (Thomas et al. 2005). Frone has developed a model and tested among 319 of young workers aged between 16–19 years. The study predicts that when there is a conflict with the supervisor the results manifest some organizational psychological outcomes such as lower job satisfaction, organizational commitment, and retention rate. When it is with coworkers it manifests as personal psychological problems such as sleep disorders, self-confidence, and depression (Frone, 2000) .Keenan, et al., (1985) in their research have found interpersonal conflict as one of the foremost workplace stressors that affect organizational outcomes. It can manifest physical problems such as bad health and behavioral problems such as job attitudes for employees (Keenan et al. 1985; Frone, 2000; Spector et al. 1998). Roles of conflict are investigated to predict employee strain in three different categories of relationship, task and task organizational conflict. The study has been taken among 260 working adults from various organizations in the United States. Findings of the research have shown that all three categories of conflict acted as social stressors and they were related to employee strains (Bruk-Lee et al. 2013). Based on another study the relationship conflict has shown to affect a decrease in performance and group satisfaction, and interpersonal conflict is subject to perceive as a stressful event that threatens one's goals (Spector et al. 2008; Fox and Spector, 2006; De Dreu et al. 2003). There is a high correlation between relationship conflict and withdrawal behaviors across different samples. Social stresses at the workplace may cause the employee to be absence or practice lateness (Spector et al. 2006). A study has examined interpersonal conflict for nurses and found through conflict diversity climate perceptions have an indirect effect on EE (Sliter et al. 2014). As researchers have proven the negative relationship between burnout and EE it can be assumed that any conflict that increases the

level of employee strain may cause in a decrease of the employee engagement (Schaufeli et al. 2002; Maslach et al. 2001)

A research has investigated how task and relationship conflict are influential on employees' knowledge sharing and developed a model that integrated engagement into the psychological state of availability, meaningfulness, and safety with a conflict framework. Results have shown that relationship conflict has worsened the three psychological states and employee engagement. But task conflict itself has a positive effect on safety and availability. And employee engagement has a positive effect on increased knowledge sharing (Chen et al. 2011). By all these researchers it can be concluded that interpersonal conflict may influence employee engagement.

The literature evidence has shown how interpersonal conflict has a negative impact on overall employees' well-being. Therefore, this dissertation has taken interpersonal conflict as job demands. But despite the evidence, there are few studies that examined whether job demands can make an employee feel engaged (Schaufeli and Bakker, 2004; Llorens et al. 2006; Mauno et al. 2007).

Figure 2: Interpersonal Conflict Approach to Employee Engagement



The following section elaborates on psychological wellbeing as antecedents and its relation the employee engagement. As it is mentioned in the introduction, it has chosen as an antecedent because psychological well-being has had a little theoretical rationale and current literature on a relationship with employee engagement and psychological well-being is also lacking theoretically.

1.4.2. DEFINITION AND THEORIES OF PSYCHOLOGICAL WELL BEING

The term POS refers to both a theory and measurement and it is examined under core dimensions such as having a direction in life, developing personal development, having positive and meaningful relations with others (Ryff, 1989).

There have been many attempts to define the positive psychological functioning of wellbeing with theories such as self-actualization from Maslow's (1968), individualism from Jung's (1933) and conception of maturity Allport's (1961) and other perspectives (Ryff, 1989). Wellbeing includes many dimensions such as subjective, social, and psychological as well as health-related behaviors and it is a dynamic concept, therefore, measurement of wellbeing is elusive. Ryff (1989) argued that the concept of psychological well-being has a little theoretical rationale by only focusing on short-term well-being and current literature on psychological well-being neglected important aspects of positive functioning such as sense of purpose and direction, having meaningful relationship with others and achieving sense of self-realization (Clarke et al. 2001).

The most known conceptualization of wellbeing is psychological and subjective well-being in applied positive psychology (Hanley et al. 2015). They originated from eudaimonism and hedonism. Hedonia and eudaimonia are the two opposing philosophical traditions that played role in the establishment of the nature and pursuit of happiness and wellbeing (Sirigatti et al. 2009). Hedonic philosophical tradition suggests that maximizing one's pleasurable moments is the pathway to happiness. Two concepts are often in contrast with each other where hedonic philosophers defended the 'subjectivist' position and eudaimonia has predominantly been considered an objective approach. Because both concepts denote important components of an overarching wellbeing construct, categorically they should be taken in a synergistic fashion. The hedonistic tradition of wellbeing is concerned about heightening the positive effect, lowering negative affect and factors such as overall life satisfaction. Eudaimonia which was conceptualized in Aristotle's work of Nichomachean Ethics is about reaching the ultimate of all goods achievable by human action and concern with having purpose in life and maintaining good relationships, environmental mastery, self-approval, personal development, and autonomy (Kahneman, 1999; Deiner, 1984; Joseph and Linley 2005; Durkin and Joseph, 2009;

Hanley et al. 2015). The concept of eudaimonia is first explicated by Aristotle who has believed that happiness is based on the expression of virtues and the way to wellbeing is actualizing individuals inherent and developing his or her potentials in the pursuit of both to the individual and society complex and meaningful goals (Waterman, 1993; Henderson et al. 2012). Aristotle, in one his article stated 'eudaimonia' as all goods that are realizable by human action. Bradburn, one of the utilitarian philosophers of the nineteenth century has translated it to the meaning of happiness (Ryff et al. 2008). Eudaimonia is a concern with "self-acceptance, positive relations with others, personal growth, purpose in life, environmental mastery, and autonomy" (Durkin et al. 2009; Kahneman et al. 1999; Deiner, 1984). Even though both concepts are grounded in ancient philosophical works concept and aren't new, the eudaimonic well-being or psychological well-being (Ryff, 1989; Ryff et al. 1995) has been only researched for the last four decades (Ryan and Deci, 2001).

An integrated wellbeing theory termed authentic happiness theory is proposed by Seligman et al. (2004) suggesting that the presence of positive emotion, meaning, and engagement are indicative of wellbeing (Henderson and Knight, 2012). An intense absorption in one's activities, where a person's skill and the challenge of an activity are well matched, and both are high in other words are equated with the flow the dimension of engagement (Csikszentmihalyi, 1997). Even though flow should consider distinct in relation to engagement a theoretical link has been proposed between flow and eudaimonia, as the flow is often produced by activities that afford personal development (Waterman, 1993).

Seligman's (2011) flourishing theory of wellbeing which is currently lacking empirical support claims reconciles of the differing perspectives regarding the conceptualization and measurement of wellbeing (Forgeard et al. 2011). Keyes's Complete Mental Health Model (2007) has suggested that flourishing includes symptoms of both hedonic and eudaimonia including psychological well-being and social well-being. There has been a growing interest in psychological wellbeing model which is a concern with how to reach human potentials and resources to optimal functioning (Ryff, 1989; Ryff et al. 1995). In order to engage this concept in both clinical and population samples,

theoretical development of a new construct and reliable instruments are needed (Abbott et al. 2006; Keyes et al. 2002).

Theoretical frameworks have been in the works to generate a model of positive psychological functioning. In particular individuation by Jung (1933), psychosocial stages by Erikson (1959) followed by the conception of maturity Allport's (1961) and the theory of self-actualization by Maslow (1968). Ryff's psychological well-being scales have been introduced on the principle of a widespread academic review of the combination of lifespan developmental psychology, clinical theories and mental health (Ryff, 1989; Ryff and Keyes, 1995).

Ryff (1989) has introduced an integrated a multidimensional model with all the preceding perspectives and came up with an alternative of psychological wellbeing formulation of six core dimensions and summarized them under "positive relations with others, environmental mastery, personal growth, self-acceptance, autonomy, purpose in life" (Ryff, 1989). Self-acceptance is in the heart of mental health due to its characteristic of maturity, optimal functioning and self-actualization and its importance have been repeatedly stressed. It has also been the most recurrent criterion of wellbeing and emphasized by lifespan theories (Ryff, 1989). Positive relations with others is also emphasized as it leads to meaningful friendship and better identification with others and greater love. Life span developmentalists argue that the process of turning inward gives the person a sense of freedom and to be able to choose or create their environment affects their characteristic of mental health. Having a purpose in life creates a feeling of meaningfulness and thus one can develop and further his/her personal growth.

Diener has created a measure of wellbeing with a brief 8 items that include both positive and negative feelings, and the difference between those two emotions. The scale included items related to social relationships such as feeling competent and capable of the activities, feeling the enthusiasm and engaged, etc.

All these items add up to creating one scale of psychological well-being score. The scale measured areas such as relationships, life purpose, feeling competent and optimism considering respondent's self-perceived success. Basing on earlier humanistic psychology theories, Diener's flourishing scale of well-being assessed Ryff"s suggestion of human

needs such as relatedness, approval, and need for autonomy. In order to complement current measures of subjective wellbeing scaled these 8 items, flourishing scale has been created. It earlier publications it has also been called psychological well-being (Diener et al. 2009).

1.4.2.1. The Relationship between Psychological Well Being and Employee Engagement

According to a research, there is a link between positive feelings of emotions, wellbeing at work and the degree of engagement employees feel at work (Kular et al. 2008). Although feeling well psychological is the natural right of the human being, it still requires so many factors to able to achieve that state of mind. If one can achieve that higher frequency of positive mood it can also create positive affect such as commitment, joy, fulfillment and result in feeling content and fulfilled at work which may draw ultimate business outcomes. Emotional wellbeing links to the happy productive worker (Harter et al. 2003). Studies and surveys have shown that employees desire greater personal meaning and experience their work as pleasurable, socially fulfilling and useful (Harter et al. 2003). A clear evidence shows that when employees have high levels of psychological wellbeing they mentally and physically feel better and lead happier lives. They also take a more proactive approach to their work and relationships with coworkers where they are willing to solve problems more effectively and adapts to changes more rapidly (Cartwright and Cooper, 2008).

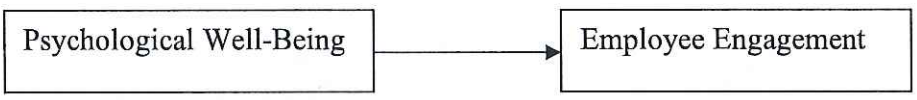
In earlier research, the positive effects of well-being such as employee engagement have been neglected because the focus has been on job strains (Schaufeli et al. 2009). JD-R model seeks to explain positive aspects of well-being by linking it to a motivational process which is driven by the availability of job resources (Bakker and Demerouti, 2007). The motivational process links well-being to employee engagement because it is instrumental in achieving work goals and fostering employee's growth and learning (Deci and Ryan, 2000). This relationship can also be explained by the effort-recovery theory which states that availability of job resources at work environment fosters employees to

dedicate their time, effort and abilities to their work roles (Meijman and Mulder, 1998). Job resources such as well-being satisfies positive functioning of relatedness, competence, and autonomy which increases the possibility of reaching one's work goals and the likelihood of fostering employee engagement (Schaufeli et al. 2009). In an article, the concept of full broader view of engagement has been offered which incorporates both employee engagement and employee well-being together. The study proposes the concept to show how employee engagement is more likely to be sustainable when the psychological well-being of employee is high (Robertson and Cooper, 2009)

This relationship can also be explained by the broaden-and-build theory which states that positive emotions broaden an individual's personal resource, social and psychological resources (Fredrickson, 2004). When an employee feels psychological well-being that can trigger and promote employee engagement.

There is a positive direct link between job performance and the degree of psychological wellbeing people feel in the workplace. According to field studies reported by Wright and Cropanzano (2000), higher psychological well-being results in higher work performance. A study by Robertson and Birch (2010) has been done among 10000 employees across twelve different industries and the results have shown that psychological well-being had a positive effect on employee engagement. Another study has supported that employee performance goes up when the level of psychological well-being and employee engagement is high (Robertson et al. 2012). It can be said that there may be a two-way self-reinforcing relationship between employee engagement and psychological well-being as they may both affect each other in positive ways. As psychological wellbeing is related to positive work outcomes and job attitudes that would support the positive relationship with employee engagement. From the concept of employee engagement standpoint, it can be stated that psychological wellbeing matters.

Figure 3: Psychological Well-being Approach to Employee Engagement



The following section elaborates on perceived organizational support as antecedents and its relation the employee engagement. It is taken as antecedents based on the premise of SET stating that employees dedicate their time, effort and abilities to their work when they receive organizational support from their organization because they feel obligated to work harder and pay back the organization (Settoon et al. 1996).

1.4.3. DEFINITION AND THEORIES OF PERCEIVED ORGANIZATIONAL SUPPORT

Most adult spend a big chunk of their time at work. In an environment that has the exchange of trust and socio-emotional support, employees can build high-quality exchange relationships with their organization and leaders. In workplaces, relationships occur at multiple levels and it can bring out many effects on human behaviors. Relationships may depend on many different factors such as task-related social settings, interest-based interactions, policies, and work environment influences among people who perform their work in certain situations (Vajda, 2012). For wellbeing, physical health and psychological adjustment the good relationships are essential. Social Exchange Theory (SET) explains how both employees and multiple stakeholders benefit from effective relationships which lead to information sharing, exchange of job and personal and emotional resources from each other (Yukl et al. 2006; Wang et al. 2005). Social exchange theory entails social exchange along with economic exchange between two parties (Blau, 1964). Manager, supervisor or workers don't only share resources such as job resources, information, and money, but they also share socioemotional resources such as respect, recognition, and assistance (Eisenberger et al. 2001). It is the perception of the employee's regarding his or her value, wellbeing and how much they contribute to the work and mostly about the care and appreciation they feel from their organizations (Eisenberger et al. 2002, Rich et al. 2010). POS is defined as "employees' perceptions about the degree to which the organization cares about their well-being and values their contribution" which makes

a significant factor for the relationship between employer and the workers (Eisenberger et al. 2001). It is based on social exchange assumption that when employees feel taken cared and valued by their organization they reciprocate by putting the extra work for their organization's success. It is considered as a social exchange process between employees and their organization concerning with employees' beliefs about how much their contribution is valued and wellbeing is cared for by their organization (Eisenberger et al. 1986). Behind the study of POS Eisenberger, (1990) is one of the leading pioneers. POS, based on the organizational support theory, supports workers to view their organization human-like characteristics (Eisenberger et al.,1986).

POS theory is considered a very important measure because it contributes to how employees feel obliged to care about the organization. And that results in acting in on organization's behalf and helps managers to benefit from enhanced effective organization's commitment (Eisenberger, 1990; Eisenberger et al. 2001). SET supports the link between POS and EE because employees are willing to exchange performance and commitment to desired work outcome.

1.4.3.1. The Relationship between POS and Employee Engagement

With the work of Eisenberger et al. (1986) being one of the leading pioneers, the concept of POS has become a very popular topic. Most research that investigated the relationship between engagement variables and POS has found positive relation (Sacks, 2006; Bakker et al. 2005). This dissertation has not only intended to further the study of employee engagement but also deepen the study of the interrelated relationship of POS, employee engagement, and IWB and complement related previous studies. It aims to show that employee engagement plays a mediating role in the relationship between of POS and IWB.

According to the hierarchy of need theory, emotional needs are more detailed where people need to feel being taken care of and sense of belonging. Roffey Park Institute (RPI) research has shown that if emotions are properly managed they can boost trust,

devotion, engagement and increase productivity. This is a clear evidence of how peoples deeper emotional needs affect the business performance (Kular et al. 2008). Organizational support theory states that when people feel taken cared and receive POS it has a positive impact on employees' work involvement (Liang and Zhang, 2015). The theoretical basis of perceived organizational support and EE has been based on SET and reciprocity principle. POS has been seen as a source of socio-emotional conditions as it relates to employee engagement (Rhoades and Eisenberg, 2002). Rewards such as salary, recognition can play role in maintaining employee's dedication, absorption (Eisenberger et al. 1986). Reciprocity principle states that when employees perceive support from the organization they are more willing to make effort to reach set goals. As being the part of the reciprocity norm of SET, employee's with higher perceived organizational support believe that their organization is worried about them and therefore they may become more engaged at work in order to support the business reach its objectives (Eisenberger et al. 2001) In numerous studies the concept of perceived organizational support has been linked to working outcomes such as job satisfaction, organizational citizenship behavior, employee attitudes, motivation, job performance, wellbeing and retention (Rhoades et al. 2002; Riggle et al. 2009; Panaccio et al. 2009; Mahmoud, 2008; Moorman, 1991).

According to Allen et al. (2003), POS is viewed by their employees to the degree to of how much the company cares and appreciates their work and concern for the overall well-being of their employees. Perceived organizational support plays role in predicting EE (Saks, 2006), citizenship behavior organizational commitment, and turnover rate (Eisenberger et al. 2002). Employees that experience a high degree of POS are less likely to fear of losing or damaging their statuses or careers and they may feel fully engaged and invest their time and effort into the work. When employees are not fully engaged they may choose to guard themselves and withdraw from their roles (Edmondson, 1999; Kahn, 1990). The very first study is done by Saks, (2006) has supported the fact that employee engagement and perceived organizational support are positively related to each other. This statement has been valid for other researchers confirming the positive relationships with

various forms of the base in an organization and conceptualization of employee engagement (Ahmed et al. 2015).

According to Caplan, (1974) hypotheses perceived organizational support may compensate for a low level of EE (Eisenberger et al. 1986). In one of the prior research, perceived organizational support is identified as one of the antecedents of employee engagement (Kinnunen et al. 2008). A study has investigated how employees' perception of emotional intelligence, perceived organizational support and shared positive mood influence affected the engagement and found out that all of them are key factors for conducting further research on engagement (Mahon et al. 2014).

A research is done in the banking industry in Pakistan supports that POS plays a significant role in endorsing employee engagement in the corporate sector (Alvi et al. 2014). Another study in Turkey is done in the retail industry among 307 employees to investigate the mediation role of supervisor support between employees' POS and employee engagement and results have shown that organizational support is a significant variable on affecting employee engagement and supervisor support (İnce, 2016).

An interesting study has examined the relation with perceived organizational support and EE across two generations and results have shown that there are significant differences between two generations of perceived organizational support and EE (Bano et al. 2015).

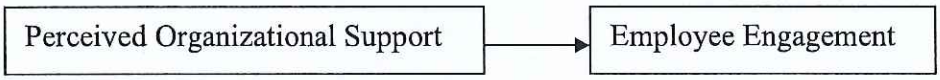
A research held in Northern Cyprus among bank employees with a time lag of two weeks is done to examine the conceptual model that links POS and organization mission fulfillment with employee engagement as a mediator to job performance. Results have shown that organization mission fulfillment and POS foster EE and employee engagement, in turn, stimulates employees' job performance. Employee engagement has had a full mediation effect on job performance through POS and organization mission fulfillment (Karatepe et al. 2016).

A study is conducted among Romanian organizations to investigate the mediation role of employee engagement based on the JD-R model. It has examined the relationship between organizational citizenship behaviors and POS. The study has proven that

employee engagement had a direct and indirect mediation effect on extra role behaviors (Sulea at al. 2012). Researchers have found that job performance is positively linked to POS and core self-evaluations and employee engagement plays an important role in revealing these relationships (Rhoades et al. 2002; Judge et al. 2001).

Based on these researchers it can be said that there is a relation between perceived organizational support and EE.

Figure 4: POS and Employee Engagement Relations



Innovative work behavior is taken as an outcome because there have been only a few studies that have investigated its relation to employee engagement and it still remains inconclusive in terms of why and how certain antecedents can affect it (Yuan et al. 2013). As some of the outcomes have been reviewed before, next section elaborates on IWB, the outcome variable of this study and its relations to employee engagement.

1.4.4. DEFINITION AND THEORIES OF INNOVATIVE WORK BEHAVIOR

Innovation can be defined as a practice that is established intentionally to set forth new ideas, procedures or products by an individual, group or business or to benefit the group, organization or the wider society (Farr et al. 1990; Janssen, 2000; Agarwal, 2014). Innovation theory is broader than creativity which also contains the implementation of ideas (King at al. 2002). Organizations must be enthusiastic to encourage and support employee to be innovative because it plays a crucial importance in terms of being continuously innovative and thus improves overall production (De Jong et al. 2008; Janssen, 2000).

Innovation can happen when a new idea, process or product is being generated and implemented (Kesting et al. 2010). Presenting and exercising a new idea within the given task, or organization is considered to be an innovative work behavior. Within the rapid changing business environment, the definition encompasses taking risks because the

employee may only hold a limited knowledge in terms of the context and effects of the new ideas not knowing whether it is a truly a new idea or combination of an existing idea (Oldham et al. 1996; Janssen et al. 2004). The measure of innovative work behavior has been developed to improve personal and business performance by using idea generation and implementing ideas to achieve improvements (De Jong, 2008). It helps to add value or competitive edge to the organization, team or to job performance through deliberate creation (West and Farr, 1989; Janssen, 2000).

The first step of innovation starts when an individual has an existence of a problem that needs to be solved which is the basis of creating a new idea for an employee. The innovative process starts with the creation of ideas then followed by promoting and implementing new ideas (Drucker, 1985; Yuan and Woodman, 2010). In the second step, an individual should pitch their ideas to acquire support for implementing them as real methods, products, or services (Kanter, 1988). And in last and third step employees seek support from their organization to implement the new ideas and in any of these steps, the employee can be considered in the act of innovative work behavior (Janssen, 2004). In any of these steps individual innovative behaviors may be found (Scott and Bruce, 1994; Janssen, 2004).

Employee-driven innovation assumes the hidden talent, abilities, and potential of the employees for innovative ideas, products, and processes (Johnsen et al. 2001; Cohen et al. 1972). The in a business world just like in any other field, the creativity, the drive to create new work or concept happens when it is driven by intrinsic motivation because it feels exciting, interesting, personally challenging and satisfying, and work environment can also be influential on individual creativity (Amabile, 1997). Not only practitioners but also academicians recognize that employees' ability to innovate is the way to organizations becoming innovative. It has become crucial for organizational survival. Therefore, in recent years, there has been a vast amount of effort undertaken to find out what really motivates employees to become innovate (Janssen, 2000; Yuan et al. 2010). When employees are able to express innovative work behavior they may manifest positive business outcome at the workplace such as developing better relationships with other colleagues, enjoying higher personal growth, job satisfaction, experiencing relatively low

stress and achieving better performance (West and Anderson, 1996). Considering all the reasons and consequences of innovativeness, organizations are eager to find out about the factors that can drive innovative behaviors and ready to take the matter more seriously for long-term survival. One of the driving factors for innovativeness at work is employee engagement (Slåtten et al. 2011).

1.4.4.1. The Relationship between IWB and Employee Engagement

As "broaden-and-build" theory defense the idea that positive emotions broaden a person's quick thought-action range such as joy sparks to have close relationships and interest spark the innovative work behavior at the workplace. These positive emotions lead to creative actions and ideas which turns into desired work outcomes (Fredrickson, 2004).

In a review that used JD-R model as a framework for empirical studies on employees 'innovative work behavior, it has been found that employee engagement is one of the antecedents of innovativeness. In that study, it has also been argued that personal and job resources positively influence innovative work behavior. They also argue that job demands to a certain degree can be beneficial as well (Huhtala and Parzefall, 2007). Another study has found a positive relationship between EE and IWB (Agarwal et al. 2012). A study among 979 Indian managerial employees utilizing Utrecht work engagement scale, involving six sector organizations has investigated the relationship between innovative work behavior and employee engagement. Study results have shown that engagement is a mediator between and leader-member exchange and innovative work behavior (Agarwal et al. 2012). Another study has investigated the differential effects of behavioral and felt engagement and result have indicated behavioral engagement is a distinct construct for innovation, team performance, and satisfaction with the organization (Stumpf et al. 2013). A study is done among 84 female principals and 190 teachers to investigate the relationship between EE and principal's creativity by utilizing JD-R model with a 9-item version of UWES scale. In this study employee engagement has been found to be a mediator between job resources and creativity (Bakker et al. 2013).

By investigating employee engagement as it correlates with innovative work behavior, it can be possible to realize a better knowledge of individual innovation in the work settings. In the shifting demands of modern society where workplaces are becoming increasingly complex and the competition getting fiercer, employee-driven innovation has become a vital factor. In the competitive market, it firms desire to hire and retain the best workforce. Employee-driven innovation has indicated that innovative behavior can emerge from single "ordinary" employee or employees that aren't even assigned to the particular task. It has to do with employees being able to absorb (absorption), into their work, and detach from any distraction (vigor) and have the mental capacity to concentrate (dedication) to their work (Agarwal, 2014). Employee engagement is one of the key factors that are empirically established in promoting creativity through autonomous motivation. A study has been done by Hon, (2012) within the hospitality industry confirmed that one of the principles of intrinsic motivation of personal autonomy effects employee creativity and innovation. Several scholars have examined the creativity and innovativeness, (Zhang et al. 2010; Amabile 1993, 1997) and identified the benefits of innovative work behavior (Bunce et al. 1996; Janssen 2000). In one of the research empowering leadership is examined to see whether it positively affected intrinsic motivation and creative process engagement and the results have proven that empowerment had a positive influence on creativity (Zhang et al. 2010). Whereas controlling or coercive management style and personal conflict are in a negative relationship with self-governing motivation and it is in opposition to creative work behavior and innovation at the workplace (Gichohi, 2014).

Social support also plays an important role in innovation and employee engagement. In a study, Bhatnagar (2012) has examined the effect of psychological empowerment on innovation and employee engagement and turnover intention. The study has shown that social support has had a strong predictive power on innovation. Also, according to studies by Eisenberger (1990) and Yuan et al. (2010) innovative work behavior and perceived organizational support is in positive relationships. A study in western India has investigated the subject of innovative work behavior at service organizations. Results have shown that employee engagement, POS, and leader-member

exchange are in a positive relationship with innovative employee behavior (Agarwal, 2014).

Although it remains underdeveloped in terms of how and why different antecedents affect IWB, there are studies that prove intrinsic motivation and social support have predictive power on innovative work behavior (Yuan et al. 2010). In this dissertation in order to examine the effects or causes of innovative work behavior each variable is examined along with the relevant literature that linked to employee engagement.

Figure 5: Employee Engagement Approach to Innovative Work Behavior

This dissertation examines how job demands-resources model can be implemented to investigate how job resources and demands relate to extra-role behavior through employee engagement. It has explored employee engagement among employees in organizations that includes five different industries located in the city of İzmir by employing JD-R model. It has aimed to have a better understanding of the use of the motivational process of the JD-R model to gain a better understanding of employee engagement and its antecedents. In sum, it has been designed to examine how IPC as job demands, POS as job resources and PWB as personal resources relate to extra-role behavior like IWB through employee engagement.

The proposition underlying JD-R model (Figure 6) of this dissertation is gathered from the concepts and studies on Kahn (1990) and Schaufeli, et al.'s (2002) with a suggestion that when an employee is engaged they approach their work with a passion, energy, and involvement which results in high level of extra-role performance.

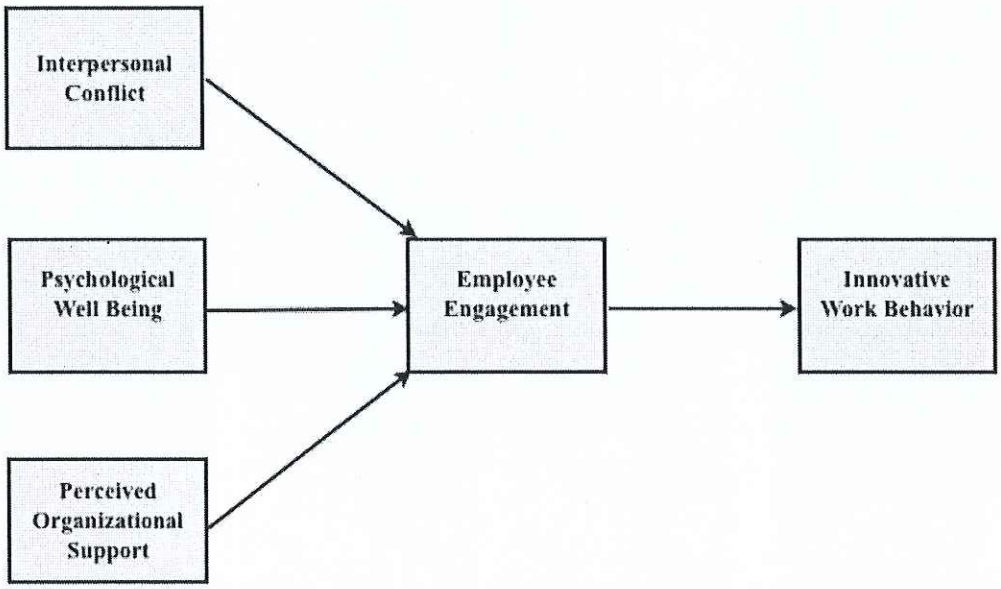
Kahn (1990) has suggested that psychological meaningfulness, safety, and availability are the antecedents conditions of EE. And Schaufeli et al. (2002) model have suggested that resources are the motivational factor in achieving work goals and foster employee in terms of vigor, dedication, and absorption. Both models assume that employee engagement produces positive outcomes and based on the similarity by their

operationalizations of physical, emotional, and cognitive components and this dissertation adopts JD-R model to examine the antecedents of employee engagement. In this dissertation POS is taken as the psychological meaningfulness since it represents how much employees feel significant, valued and appreciated by their organization. Psychological safety antecedent represents lack of fear of diminishing social esteem or potential punishment that may result from employees expressing themselves without hesitation of reporting any type of feedback or asking questions (Edmondson, 2002). When there is no risk in their interpersonal relationship employees are expected to become more engaged Kahn (1990), therefore interpersonal conflict taken as an antecedent to investigate to the degree of risk in their relationship at workplace. Psychological availability is about employees' emotional, physical and cognitive ability to invest themselves in during their work task. POS is taken as psychological availability since it represents the individual capacity to have sufficient psychological and physical resources to invest in the job performance.

Existing theoretical discussions and empirical evidence have informed the development of the proposed JD-R model and the formulation of the hypothesis in this dissertation. JD-R model has been used in this dissertation because this model allows the researcher to include any resources or demands and it is applicable to different work settings.

The aim is to investigate a hypothesized framework by discovering the relationship between the antecedent and outcome variables with EE. The frame of this dissertation is evolved around three main questions. The first question explores how the antecedent variables of POS, PWB, and IPC are related to EE. The second question seeks for the relation of employee engagement with outcome variable of IWB and the last question searches whether sequential mediation can be tested in which EE could explain the relationship between the antecedents of POS, PWB and IPC with related to consequences of innovative work behavior. To answer these overarching research questions eight research hypotheses are tested. The hypothesis for this model is shown in the model. The proposed structural model is shown in figure 6.

Figure 6: Diagrammatic Representation of the Hypothesized Sequential Mediation Relationship



1.5. HYPOTHESES

H_1: Interpersonal conflict at work is negatively related to employee engagement.

Interpersonal conflict at work from the demand perspective explains how employees feel hostility and aggression and witness disagreements at the workplace (Spector and Jex, 1998). As it has been acknowledged as job stressor, when employees involved in interpersonal conflict their level of engagement may be low (Chen et al. 2011).

Operationalizations of the construct have been varied and researchers have used different terms such as aggression, interference, counterproductive work behaviors and simple disagreement to describe the interpersonal conflict. Conflict among coworkers can come in forms of overt or covert behavior (Spector and Jex, 1998). Interpersonal conflict is an inherently stressful event and it can affect employees' physiological resources in different ways (De Dreu et al. 2004). According to the affective events theory (Weiss and

Cropanzano, 1996), interpersonal conflict triggers aggression, negative emotions or interference and lowers employees work performance. Affective events theory states that work events may trigger positive or negative emotions which influence a wide range of work performance. The Affective Events Theory (AET) helps to explain the potential link between interpersonal conflict and work performance and for the purpose of this dissertation, it can be helpful to elicit an affective reaction out of interpersonal conflict at the workplace.

Also, Hobfoll's (1989) conservation of resources (COR) theory assumes that people strive to protect and build their resources such conditions, energies, individual values, and objects. He further posits that when individual experiences loss of resources it causes psychological stress and they will try to minimize resource loss. And when people are able to build new resources they may feel positive emotions but if they feel threatened they may develop self-protective styles in order to prevent further resource loss. When interpersonal conflict happens, it creates stress because personal resources such energy and time are wasted in order to handle the conflict, therefore, it is considered as the loss of resources.

There are studies of interpersonal conflict that have been connected to negative workplace results such as bad physical health (Spector and Jex, 1998), and reduced work performance (Sliter et al. 2011), and diminished job satisfaction (Spector et al. 2000, Sliter et al. 2014). Job demand in relation to the de-energizing process which is established by Hockey's (1997) Compensatory Regulatory-Control (CRC) states that employees struggle to reach their goals when the amount of mental effort also increase which ultimately leads to energy loss and ill-health. Job demands are being part of the de-energizing process support that employees more likely to experience a decrease in engagement (Hakanen et al. 2006). Current literature is not consistent with terms job demands being positively or negatively correlated with employee engagement. For example, there are very few studies (Braine and Roodt, 2011; Fourie et al. 2008; Hakanen et al. 2008) found positive associations between EE and job demands. As Schaufeli, (2013) has stated cross-link exists between two processes. But based on the premises of Compensatory Regulatory-Control (Hockey, 1997) model it can be assumed that job demands can be negatively

correlated with EE. Also, as far the relationship goes the type of conflict also matters. If there is conflict-related to the task it can have a positive effect on safety and availability.

Also, as far as job demands go it can take as challenges or hindrances (Lepine et al. 2005; Bakker and Sanz-Vergel, 2013). The positive relationship between job demands and employee engagement can be also explained by the availability of the abundance of resources. When the participants have many resources available at hand that may lessen the negative effects of job demands (Fourie et al. 2008; Bakker and Demerouti, 2007; Hakanen et al. 2005). Thus, job demands effect on employee engagement, depending on the type of organization and availability of the abundance of resources may result in demands being positive or negative.

Based on theories listed above and the review of past empirical researches it can be stated that employees are less engaged when they witness interpersonal conflict. Therefore, this dissertation formulated that IPC at work is negatively related to EE (Chen et al. 2011). Therefore, we formulated the hypothesis H_1.

H_2: Psychological well-being is positively related to employee engagement.

According to a broaden-and-build theory when an employee feels positive emotions that increase their affective and cognitive resources (Frederickson, 2004). For example, when an employee feels emotion such as joy that leads to a positive change in employee's available resources where they experience a work-related state of mind that is characterized by absorption, vigor, dedication. In terms of its relations with employee engagement, a study by Fredrickson and Branigan (2005) provide evidence that person expands their scope of attention and thought-action repertoires when they feel positive emotions. Researchers argue that when employees feel positive emotions they experience a job-related state of mind which leads to task-related thought processes and provides solid implications for employee engagement theory (Shuck et al. 2011; Shuck and Wollard, 2010).

With an understanding of the importance of human factor, organizations pay closer attention to their employees' well-being in order to remain competitive. Emotional wellbeing links to the happy productive worker (Harter et al. 2003). Evidence shows that

emotional experiences and wellbeing is related to EE (May et al. 2004). The study has shown that engaged employees are in better psychological and physical health and often experience positive emotions. Psychological well-being also has an impact on job performance whereas employees perform better at their given task if the psychological wellbeing is high and worse if it is at a lower level (Wright et al. 2000). It has shown that employees feel mentally and physically healthier when the psychological wellbeing is at the high level (Cartwright et al. 2008; Schaufeli et al. 2009; Robertson et al. 2012). Hypotheses H_2 examines whether psychological well-being is positively related to EE.

H_3: Perceived organizational support is positively related to employee engagement.

Hypotheses H_3 examines the relationship between POS and EE. The hypotheses are drawn from the social exchange theory and prior studies also show evidence of the relationship between POS and EE (Saks, 2006; Kular et al. 2008; Cropanzano and Mitchell, 2005). For example, Saks (2006) has explored POS as one of the possible antecedents of employee engagement. But in earlier studies, the focus has been on mostly on the job tasks (job demand) but more focus is needed in the job resources where a person can bring out their preferred self and full potential into their work (Saks and Gruman 2014; Macey and Schneider, 2008)

Employees are being intrinsically or extrinsically motivated by the social support they feel at work. Job and personal resources may be affecting employee's personal growth and contribute a role in accomplishing their professional goals, therefore, employee engagement is considered being positively associated with POS (Schaufeli et al. 2004; Bakker et al. 2007).

Perceived organizational support is employees' belief that their well-being, contribution, and values care for their organization which can be categorized as job resources (Eisenberger, 2002). In this dissertation, the focus is more on positive factors that influence on employee engagement and examining job and personal resources together.

Since job resources include a supportive work environment and social support is one of the common antecedents of employee engagement we can formulate the hypothesis H_3 (Christian et al. 2011, Sulea et al. 2012).

H_4: Employee engagement is positively related to innovative work behavior.

IWB is the desired outcome for organizations and it is highly affected by the level of engagement employees feel at the workplace (Slåtten et al. 2011). Based on "broaden-and-build" theory, this dissertation has posited that positive emotions may lead to creative actions and ideas (Fredrickson, 2004). This dissertation also has posited the important role of employee engagement for improving work performance on the basis of social exchange theory. It suggests that employee engagement has an important role and serves as a key component for improving innovative work behaviors.

Prior researchers have also proven that employee engagement has positively influence innovative work behavior. For example, Gallup organization study has confirmed that when people feel engaged they feel more inspired by creative ideas. The study confirmed that employee engagement has significant positive relations with innovation. The study by Chartered Management Institute in 2007 also has confirmed the relationship (Macleod et al. 2009; Perrin-ISR, 2006). Several other studies also have shown that employee engagement is considered one of the drivers of innovative work behavior (Slåtten et al. 2011; Bunce et al. 1996; Janssen 2000). There are few other studies have indicated that there is a high level of positive relationship between EE and innovation (Stumpf et al. 2013; Bhatnagar, 2012). Also, a study used leader-member exchange as moderator to examine its predictive ability has shown that POS and EE are positively related innovative employee behavior (Agarwal, 2014). Following the past literature review, it can be stated that there is a positive relationship between EE and innovative work behavior. And this dissertation seeks to extend the work by examining the relationship between chosen antecedents of IPC, PWB, POS, EE and innovative work behavior. Therefore, we formulated the hypothesis H_4.

H_5: Interpersonal conflict at work is negatively related to innovative work behavior.

Although a certain level of stress can be helpful in order to get desired outcomes for organizations, long-term demands may affect employees' innovativeness negatively (Amabile et al. 2002). According to the affective events theory (Weiss and Cropanzano, 1996), work events may trigger positive or negative emotions. Interpersonal is considered one of the interpersonal mistreatment behaviors in the workplace which may trigger negative emotions. It has been mentioned in a paper that more research is needed to understand the role of interpersonal conflict in innovative work behavior (Janssen et al. 2004). And this dissertation has aimed to elicit an affective reaction out of interpersonal conflict at the workplace from an innovation perspective.

Based on Hobfoll (2002) conservation of resources theory, people especially try to retain their resources (personal, social or energetic) when they face job demands. This is in line with of Compensatory Regulatory Control (Hockey, 1997) model employees trade off their mental effort in order to protect their primary performance goals. Based on the premises of this model it can be assumed that job demands can be negatively correlated with innovative work behavior. This dissertation, in line with conservation of resources theory, AFT theory, and Compensatory Regulatory-Control model, has posited that interpersonal conflict may affect creative actions and ideas negatively.

Workplace incivility which is one of the interpersonal mistreatment behaviors is linked to reduced job performance and job dissatisfaction (Cortina et al. 2001; Laschinger et al. 2009). According to a study by Pearson and Porath (2005), employees who have been treated unfairly at work reduce their work efforts intentionally and overall the quality of their work diminishes unit effectiveness (Laschinger et al. 2009). Workplace incivility which is one of the interpersonal mistreatment behaviors is linked to reduced job performance and job dissatisfaction (Cortina et al. 2001; Laschinger et al. 2009). A study is done to conceptualize and empirically test the interrelationships of conflict types and innovative work behavior. The results have shown that task conflict fosters the innovative work behavior which supports West and Anderson's study. But the study reveals that process conflict established a relationship conflict where employees may not be sure about the position or situation they are in and start fighting, reduce their work efforts or may indulge in politics and not along with each other (West et al. 1996; Imran et al. 2010).

Hypothesis H5 formulated because when employees feel stress under emotional situations it is considered to be a demand and interpersonal conflict can result in stress and considered as a demand, therefore, it has been negatively related to innovative work behavior (Peeters et al. 2005).

H6: Perceived organizational support is positively related to innovative work behavior.

Reciprocity theory (Gouldner, 1960) states that the way organizations treat their employees creates a sense of obligation and motivation for employees to perform better to reach company goals. Perceived organizational support is considered as a form of motivation and when employees receive positive work behaviors they become motivated and get physically connected in work tasks (Kahn, 1990; Liao et al. 2009; Ibrahim et al. 2016). Also based on to SET (Blau, 1964) employees reciprocate in a positive way with a sense of obligation when they receive beneficial work-related treatment. (Eisenberger et al. 1986). Study results indicated that when employee receive support for being creative by their organization it will result in creative thinking and actions in their work tasks which overall results in increased work performances (Ibrahim, 2016). İnnovative work behavior can be grounded in social exchange theory where employee increases their creativity to build or gain more resources, feels motivated to be engaged in innovative work behaviors (Gorgievski et al. 2011).

According to organizational support theory employees, attributions changes according to how much their company cares and values about their wellbeing. Based on this theory POS would increase the employee's input for organization success in positive ways. Employees extra and in role performances are expected to be enhanced with high POS (Kurtessis et al. 2015).

Based on the reasonable assumption that POS is a typical form of discretionary efforts of employees, it can be assumed that there is a positive connection between innovative work behavior (Katz and Kahn, 1978). This dissertation has posited that positive emotions may lead to retain creative actions and ideas (Fredrickson, 2004). This dissertation also has posited the important role of POS in improving work performance on

the basis of social exchange theory. It suggests that POS has an important role and serves as a key component for improving innovative work behaviors.

A study has indicated that employees feeling a sense of accomplishment at work positively link to innovative work behavior (Abid et al. 2015). Another study in Chine has shown that there is a positive association between team innovative performance and perceived organizational support when knowledge integration is taken as a mediator. (Jin at al. 2014). Although there is also a study done by Eisenberger et al. (1990) has proven that there is a positive relation between innovative work behavior and perceived organizational support, there has not been much research done to investigate the direct relationship between them (Young, 2012). Therefore, we predicted upon the former empirical findings the hypothesis H_6.

H_7: Psychological well-being is positive to innovative work behavior.

Based on broad and build theory positive emotions promote an awareness willingness, and capacity for new patterns of thinking (Fredrickson, 2000). Different studies have pointed the benefits of positive effect which are being creative, having original ideas and being flexible in the thinking process (Lyubomirsky et al. 2005; Miller et al. 2008). Also, according to cognitive evaluation theory when employees feel psychological well they become intrinsically motivated and feel competent on a given task (Zhou and Shalley, 2003; Deci and Ryan, 1985).

As positive psychology movement by Seligman and Csikszentmihalyi (2000) has started, the focus on employee well-being has been increased. And also, over the years, there have been studies that have focused on identifying the antecedents of innovative work behaviors (Van der Panne et al. 2003). But there has not been enough attention to PWB and its relationship to IWB. (Huhtala and Parzefall, 2007).

Even though the term PWB encloses different workplace factors it can be simply stated as the natural right of the employees to feel good in the work environment. Psychological well-being generates a higher frequency of positive emotions such as commitment, joy, fulfillment which can help the organization to reach desired ultimate business outcomes. Emotional wellbeing links to the happy productive worker (Harter et

al. 2003). Although employees may excel with a certain level of stress, in a long run stress is associated with burnout and it affects employee's innovativeness in negative ways (Amabile, 1988; Amabile, 1996; Huhtala et al. 2007). A study has shown that with an appropriate amount of challenge employee can put their skill to full use and get into a positive mood which ultimately helps organizations to promote creative thinking to better reach work goals (George and Brief, 1992; Eisenberger et al. 2005). Another research is conducted to understand the relations between positive mood and innovative work behavior and the results have confirmed that positive mood plays a role in turning work-related and individual resources into innovative outcomes (Madrid et al. 2014). Innovativeness is positively influenced by employee wellbeing (Huhtala et al. 2007). A conceptual study has investigated how employee wellbeing may result in business outcomes such as employees' innovative behaviors with the focus on their social work environment to measure their motivation for innovative behavior (Bammens et al. 2015). Therefore, we have predicted upon the former empirical findings the hypothesis H_7.

H_8: Employee engagement mediates the relationship between interpersonal conflict, perceived organizational support, psychological well-being and innovative work behavior.

This dissertation has used one of the most used theoretical frameworks of social exchange theory to investigate whether EE mediates the effects of chosen antecedents on innovative work behavior. According to social exchange theory, economic and social exchange relationships evolve into mutual commitments over time if the organization takes care of employees (Cropanzano and Mitchell, 2005). POS, PWB, and IPC have examined as antecedents in the present dissertation. There have been several studies that have shown mediation effect of EE between job demands and resources and type of extra role behaviors (Sulea et al. 2012; Bakker and Bal, 2010; Richardson et al. M2006). Based on the recent researches as it is reviewed in section two it can be said that EE mediates the relationship between work performance and other job resources and demands factors. Interpersonal conflict is taken as demand because it is considered job stressors (Spector and Jex, 1998). It also decreases performance because employees tend to focus on the

conflict that can lead to disengagement from the given task (Jehn, 1995, Sulea et al. 2012) As of the main hypothesis if JD-R model, many different interactions of specific job demands and specific job resources may produce positive work behavior. JD-R model claims that combination of different job demands and resources together can predict desired work behavior (Bakker and Demerouti, 2007). For example, two studies have shown that interaction of specific job demands and resources predicted EE (Bakker et al. 2007; Hakanen et al. 2005). In one of this example, Bakker et al. (2007) have proven that job resources are very beneficial to predict EE when job demands are present. The paper has presumed that job demands (pupil misbehavior) may be needed as a challenge in order for job resources to boost EE. These studies emphasize the importance of the amount job resources in order to create or maintain employee engagement (Simbula et al. 2012). The purpose of this dissertation is to investigate the interplay of specific job demand (interpersonal conflict) and job resources (perceived organizational support, psychological well-being) by employing the framework of JDR model to measure mediation effect of EE on IPC. Therefore, we have formulated the hypothesis H_8.

With the consideration of the discussion has presented in this dissertation and the relations of employee engagement and antecedent variables, several hypotheses have been developed. The hypothesis meets the overall purpose of the dissertation and they are tested to empirically validate the proposed research framework of antecedents and consequences of employee engagement.

1.6. STRUCTURE OF THE STUDY

Chapter one introduces the history of the concept of employee engagement, identifies the major academic literature sources, problem statement, purpose statement, the constructs of the theoretical framework. The review of the literature is done to address research questions proposed in the first chapter one also provides a review of the research questions. Chapter two explains in detail about the methodology used to investigate the study questions around the study hypothesis along with survey instrument and data

analysis. In chapter three the findings are presented. Chapter four concludes with the inquiry of the results along with implications of the future study.

CHAPTER TWO

RESEARCH METHODOLOGY

This dissertation investigates the relationship between IPC, POS, PWB with EE and innovative work behavior. An empirical investigation of the role of employee engagement between a set of antecedent variables and consequences are addressed. This chapter provides a comprehensive description of the research methodology that is used in the dissertation. The following chapter presents the purpose of the dissertation followed by research questions, design, variables, population, sampling, and data analysis. And the last part of section wraps with the conclusion of relevant points.

2.1. RESEARCH DESIGN AND MODEL

The research design for the dissertation is determined with the consideration of the background of the subject, research questions and formulated hypothesis. By exploring the literature review of the various theories and concepts about employee engagement, a conceptual framework of EE has been evolved. The purpose of conducting this dissertation is to establish predictive and explanatory findings. Explanatory design researcher approaches the phenomenon as it exists, and it is theory based where researcher explores to discover the relationship between dependent and independent variables. In the dissertation, non-experimental explanatory research design is used for discovering the potential antecedents and outcomes of EE. The non-experimental design is driven by practical purposes and used for predicting values of dependent variables using independent or control variables (Pedhazur and Scmelkin, 1991). In this dissertation non-experimental explanatory, correlational research design is used where there is no handling of variables and randomization of samples. Correlational designs focus on the empirical relationship between identified variables. Correlations among employee engagement perceived organizational support, psychological well-being and interpersonal conflict and innovative work behavior are analyzed. Cross-sectional survey and quantitative methodological approaches are used. A survey-based design using a number of survey

measures is employed to assess perception and attitudes of employees towards the variables in the research. Research design has employed field study using survey methodology. The survey method provides many advantages including flexibility, usefulness, and convenience. It facilitates the collection of information from many people to provide data about the present, to learn about what people are thinking, doing in real time, to identify typical responses, and to discover new insights (Zikmund et al. 2013). Quantitative methods are most appropriate for addressing research questions and hypothesis as they enable explanatory research as quantitative methods let the findings to be generalized to the defined population and to make some claims about the population to a high degree of certainty (Hair et al. 2004; Cresswell, 2003). As this dissertation is concerned with explaining the role of employee engagement between a set of antecedents and consequences in a Turkish business context, quantitative research is used to enhance the validity and generalizability of the findings. This dissertation adopts a quantitative approach to establish its findings. Research also intends to provide across the Turkish workplace new insights about workplace intervention programs, to clarify how to increase the level of EE within the workplace. This dissertation has used the deductive approach as the deductive reasoning style is most commonly used in quantitative methodology approach. Basically, deductive reasoning style is used when researcher selects a theory, and from that theory proposes hypotheses. Since this dissertation uses structural equation theory which encourages confirmatory approaches so as seen as a deductive-scientific approach. A deductive approach is used based on an existing theory which derives hypotheses from the proposition of the theory and deducts premises or propositions.

The present dissertation aims to provide systematic information about the characteristics of the sample of this study, describe the frequency of each variable and validate deeper understanding of why each proposed hypothesis is supported or not supported.

2.2. INSTRUMENTATIONS

This section incorporated each survey battery instruments that are used in this dissertation. It has started with employee engagement to measure perception of their level of engagement at work using the Utrecht employee engagement scale. The interpersonal conflict has measured by Spector and Jex, (1998) conflict scale, psychological wellbeing has measured by Diener et al. (2010) eight-item wellbeing scale, perceived organizational support measured by Eisenberger, (1997) eight-item scale. All the variables have been measured by the subjects' responses based on 7-point Likert-type scales (1=strongly disagree, 7=strongly agree). Only interpersonal conflict scale has used five-point Likert-type scale (1=never, 5=always). Each questions composite and individual scores are examined on a given measure separately and each of their significance is reported. The full version of each scale can be found in Appendix 1. In the first part, a survey has contained six demographic questions including gender, age, level of education, work experience and position and the type of industry. The second part has contained 42 questions and 38 of them measured on a seven-point Likert type scale ranging from one strongly agreeing to seven being strongly disagreed. For each item, seven responses are offered where the participant could only answer one per item. The first thirteen questions include the psychological well-being scale instruments, following nine questions includes Utrecht work engagement scale items then following six questions includes innovative work behavior scale followed by ten questions of perceived organizational support scale items and last four items of interpersonal scale questions are measured on a five-point Likert scale from one never to five always. At the end of the survey voluntary on the part of each participant, additional space has made available for the qualitative responses to allow the participants to address any aspect of the question the participant cared to discuss. Demographic characteristics of participants are initially asked to give information about their age, academic background, gender, industry in which they currently worked, and their position. The following section goes over detail analysis of each demographic characteristic.

2.2.1 Employee Engagement Scale

EE carries employees into their work role acting as a social support with its physical, emotional, and cognitive aspects act in simultaneously to the extent to which their work provides chances to get assistance and opportunities from their supervisors or/and coworkers (Rich et al. 2010). According to Kahn's (1990) work conditions draws a psychological link with the job performance and work task and this creates the base for the conceptualization of engagement (Christian et al. 2011; Maslach et al. 2001). There has been a shift away from the concept of personal role engagement (Kahn, 1990) to employee engagement especially with the Utrecht Group covered 86% of studies as employee engagement under its multidimensional view of state engagement (Bailey et al. 2015). Among the available scales, the UWES scale is the first and most commonly used measure.(Schaufeli et al. 2002). In this dissertation, Utrecht EE scale is utilized. The scale items are used for evaluating individual's degree of engagement at work. It is developed based on Schaufeli et al. (2002)'s definition and validated and used in several languages. Utrecht EE scale is structured around three group "vigor, dedication, and absorption" of employee engagement. It is developed to measure engagement and assesses the engagement and burnout relationship by examining the factorial structure of a Maslach burnout inventory. The scale is build based on particularly burnout MBI scale literature with the argument that EE should be measured with no connection to burnout inventory and with different instruments. The long version has 17 items and is used in 42 studies, short version of 9 items version is used in 90 studies and rest of the studied have used between 5 and 16 items. Other studies have used much shorter, a modified version of the Utrecht work engagement scale measure with six items (Bakker et al. 2009), and eight items (Bal et al. 2013). Majority studies that used UWES measure have offered no theoretical or empirical explanation for changing the item numbers for a modified shorter version of the measure (Bailey et al. 2015).

There are certain benefits using this scale. Although it is created by three different yet closely related aspects (vigor, dedication, and absorption) it still seems to be a unitary

construct. The first benefit is that three aspects seem to be invariant across nations and occupation groups. Second, employee engagement is relatively stable across timed-work engagement is rather strongly related but not identical to job satisfaction, job involvement or affective organizational commitment. And the third benefit of the employee engagement scale is that it can be predicted by the JD-R model as it is associated with job demands, resources and outcomes (Schaufeli and Sinclair, 2012). As this dissertation utilizes Utrecht employee engagement scale, the reliability and validity of the scale in Turkey business context is examined. Özkalp and Meydan (2015) have conducted a study in Turkish among 146 employees in Bursa to test the reliability and construct validity of a short version of UWES nine-item of employee engagement scale that is originally developed by Schaufeli and Bakker, all nine items Cronbach"s value varies from .63 to .83. The results have supported the measure's reliability and validity in Turkish version. In this dissertation, nine items version of Utrecht employee engagement scale is used and participants are asked to respond combined nine-item scale with seven-point Likert ranging from one strongly agree to seven strongly disagree. The Cronbach's alpha for this scale was 0.921. The following section goes into detail for the respective instruments used in measuring POS, PWB, and IPC for the study.

2.2.2. Perceived Organizational Support Scale

POS sets its foundation on exchange relationship at work and it is considered as a social exchange process (Eisenberger et al. 1986). This dissertation has utilized Eisenberger et al. (1986) POS scale to discover the beliefs of employees to a certain extent to discover the level of care they feel for their organization about their contributions and wellbeing. The Cronbach's alpha for this scale was 0.9. The original POS includes thirty-six items and it measured an employee's perception. In this dissertation short version of eight-item scale is used where people responded along with seven Likert scale forms one strongly agrees with seven strongly disagree.

For the reliability and validity in Turkish language, Kaplan, (2010) has conducted a study among staff employed in four and five-star hotels in Cappadocia and utilized POS

scale which is developed by Eisenberger et al. (1986) and Lynch et al. (1999). All items Cronbach"s value has varied from .79 to .86. The results support the measure's reliability and validity in Turkish language (Kaplan, 2010). In this dissertation, the researcher conducted the study in a shorter SPOS version by selecting only 6 items. As Rhoades et al. (2002) recommended using shorter version doesn't create a problem since the original scale is unidimensional and has high internal reliability (Eisenberger et al. 1986). For example, researchers, Jawahar et al. (2006) have used their own twelve-item scale to explore the relationship between work satisfaction and perceived organizational support among the female managers. Stinglhamber et al. (2006), Erdogan et al. (2007), and Panaccio et al. (2007) only have selected and utilized eight items from the SPOS version in measuring POS. Whereas Shanock and Eisenberger, (2006) and Loi et al. (2006) have selected only six items to measure perceived organizational support. As it can be seen in the literature there are no exact rules about how many items should be included in the study as long as those items cover the aspect of the definition of perceived organizational support as recommended by Rhoades and Eisenberger (2002).

2.2.3. Psychological Well Being Scale

There has been a growing interest in PWB model which is a concern with how to reach human potentials and resources to optimal functioning (Ryff, 1989; Ryff and Keyes, 1995). Besides the measures that are available on the subjective well-being, Deiner (2009) has created new eight-item scale. In this dissertation, eight-item of PWB (Diener et al. 2010) scale was used. And the Cronbach's alpha for this scale was 0.9. The scale includes a brief eight-item summary of measure of negative and positive feelings and the difference between those two feelings to assess the wellbeing. The employees" realization of their success in the major areas such as their purpose, self-esteem, and relationships are dominant factors creating the measure. Diener's flourishing scale of wellbeing which is also called psychological wellbeing. The Flourishing scale assesses subjective well-being and individually perceived social psychological prosperity (Diener et al. 2009). It consists of eight items regarding individual fulfillment or self-actualization. The scale includes

items on having a purpose, being engaged in daily activities, meaningful social relationships, and feeling of giving the necessary abilities that are important for employees which eventually enforce one's self-respect and optimism (Diener et al. 2009). Likert scale has been used to participate responses utilizing seven-point Likert scale from one strongly agree to seven strongly disagree. Telef (2013) has conducted a study in Turkey among 529 pre-service teachers to test the reliability and construct validity of psychological well-being scale which is originally developed by Diener (2009). The study has shown that the psychological well-being scale is a valid and reliable instrument to measure psychological well-being with a .80 Cronbach alpha coefficient (Telef, 2013)

2.2.4. Interpersonal Conflict Scale

IPC was measured using Spector and Jex (1998) conflict scale. The Cronbach's alpha for this scale was 0.792. The original interpersonal conflict scale consists of four items on a five-point Likert scale, ranging from one rarely to five very often. Four item scale tries to get an answer on how well participants get along with each other, whether they act nasty to each other and how often are they getting into arguments with others. The scale is designed to measure the disagreements at work and to see whether people treated poorly or not (Spector and Jex, 1998). Spector and Jex has included data from eighteen studies, reflecting validity interpersonal conflict scale that has demonstrated the good internal consistency of 0.74 coefficient alpha. In that study interpersonal conflict at work from the demand, perspective mirrors how often people experience conflict and how they are exposed to hostile or aggressive behavior (Spector and Jex, 1998). Behram et al. (2015) have conducted a study in Turkey among 104 employees in Istanbul and used Spector and Jex (1998) conflict scale. The result has shown that measure is valid and reliable in Turkey with a Cronbach's value of 0.79.

2.2.5. Employee Innovative Work Behavior Scale

Bruce and Scott, (1994) first have formulated six items inspired by Kanter's (1988) work on the phases of innovation and based on interviews they have done with the focal firm's directors and vice president. Based on responses received, they have created the scale and the Cronbach alpha for this scale was .89 (Scott et al. 1994). In this dissertation, six-item version of Bruce and Scott (1994) scale was used. The Cronbach's alpha for this scale was 0.874. All participants are asked to respond combined nine-item scale with seven-point Likert ranging from one strongly agree to seven strongly disagree. Six item innovative work behavior scale includes three different yet closely related aspects of coalition building, idea generation and realization as a unitary construct because three dimensions have not been separated. They just assume that innovative work behavior three-factor model also known as championing, opportunity exploration, and application, which is a reflection of the work of Janssen (2000) and Scott and Bruce (1994). The study has been done in Turkey by Çalıskan (2011) using Scott and Bruce (1994) scale to examine how motivational behaviors improve the IWB. In that study, the Cronbach alpha of .86 has shown a good internal consistency and reliability in Turkish language.

2.3. SAMPLING AND DATA COLLECTION PROCESS

The sample size for this dissertation consists of employees from diverse organizations in Izmir, Turkey. The 416 members of the organization are a combination of healthcare, government and retail, banking, and hospitality personnel. Organizations have been chosen to show how engaged individuals are within different industry fields. The letters have been sent to all participants" organizations in five different industry fields in Izmir to conduct the questionnaires for the study. Within two weeks permission from organizations have been granted. After about over a month both personally administered questionnaires and mail questionnaires have been collected. The sample population describes the source and number of participants in general and the number of participants that actually engaged in this study. The target population should be clearly defined. Target

population refers to a complete group that shares a set of characteristics. In this dissertation, the target population has been identified to be employees work in Izmir. The convenience sampling is chosen for sampling method. The organizations of Izmir's industrial services are divided into five strata: healthcare (hospital), retail, bank, municipality, and hotel. A sample of 416 employees is chosen with a proportional allocation which is taken from each stratum. Sizes of samples includes n1=91 (municipality, with 22% proportional allocation), n2=89 (banks, with 22% proportional allocation), n3=81 (retails, with 20% proportional allocation), n4=90 (hospital, with 20% proportional allocation) and n5=65 (hotels, with 16% proportional allocation). Before the study survey is conducted the survey, content is reviewed by the Dokuz Eylul University graduate school advisors. After it has received the permission, the survey has been distributed to employees with the same chance of being surveyed to the organization that participates in the survey (Dillman et al. 2009). A questionnaire defined as a "self-report that consist of a written set of questions where respondents record their answers among closely defined alternatives" (Sekaran, 2006). In this given dissertation, both personally administered and mail questionnaire were used. 39 of the survey questionnaire have been received by mail and rest of them have been personally administered. Total of 416 survey questionnaires were received and all of them are filled. There are some advantages of personally administered questionnaire such as high respondent of anonymity, almost 100% ensured response rate, they are less expensive, doubts can be clarified and last but not least an establish rapport and motivate respondent. Disadvantages of the personally administered questionnaire can be the organizations not willing to give up the time for the survey (Sekaran, 2006). For this dissertation, personally administered questionnaires were best alternative method considering data has been collected from organizations that are located in close proximity to one another. Advantages of mail questionnaire are: It makes possible to reach responses from a sample that is geographically dispersed or allow companies to fill out a questionnaire that wouldn't otherwise due to privacy policy that doesn't allow on-site data collection. Disadvantages of mail questionnaire can be the low response rate and data not being biased (Sekaran, 2006). Personally, administered questionnaires and mail questionnaires are administered to chosen organizations in the

city Izmir. Few companies have not only been geographically dispersed and some of them also had a company policy that didn't allow doing questionnaires onsite. These reasons have made mail questionnaires an alternative data collection method for the research. Human resource managers have been contacted in organizations to complete the mail administrated questionnaires. The return rate time for the mail questionnaires is about two weeks. Overall including personally administered questionnaires and mail questionnaires data have been collected over a period of one month.

Pilot Study

The pilot study was conducted to emulate the method before it can be used for the research study. Psychometric properties of the pilot study needed to be examined considering the low sample size (Tabachnick et al. 2001). The survey questions are also reviewed by a fellow member of the academic faculty for any missing information and check on wording for any appropriate in terms of wording the items. Upon feedbacks and comments, necessary changes are made regarding the layout, wording and the survey format. Modified 42 items pilot survey is tested with a sample population of 36 participants that included banking, retail, and hospitality personnel. The benefits of conducting a pilot study are to reduce measurement error by a better understanding of the survey questions accuracy in terms of wording the questions in most appropriate ways (Dillman, 2007). For reliability being the most important elements to evaluate survey questionnaire researcher sought Cronbach alpha to measure reliability. It is the most used measure of reliability. Cronbach alpha for IPC was 0.83 for PWB 0.82 and for POS 0.75 and for EE 0.84. And for the outcome variable of IWB, Cronbach"s alpha was 0.82. After validating the reliability of the survey, the letters were sent to all participants" organizations in five different industry fields in Izmir to conduct the questionnaires for the study. Within two weeks permissions from organizations were granted.

2.4. DATA ANALYSIS

Choosing the right size of the sample is considered very important in order to make any conclusion about the characteristics of the population (Hinkle et al. 2003). Although there isn't one correct way to choose a correct sample size, there are different approaches that can be applied. With consideration of these approaches and given that this dissertation has applied structural equation modeling (SEM) as the main procedure for data analysis, the decision of sample size has been mainly considered from SEM perspective. In order to produce a trustworthy and stable solution, an adequate sample size is required. Hair has stated that ten participants for each observed variable item considered a satisfactory, adequate sample size in SEM and minimum adequate sample size in SEM is five participants for each observed variable (Hair et al. 2010). The sample size gathered for this research is 416 participants and 39 items are included in the analysis. Hence, the ratio is 39:416 which equates to 1:9 participants for each item of the scale. This ratio falls between Hair et al. (2010) ratios. Descriptive statistics are used to analyze the study variables and the items of each variable of the study. Since this dissertation has involved a deductive reasoning style, it is important to understand the descriptive statistics. All quantitative data have been coded and tabulated and entered into the SPSS database. The Statistical Package and Product Solutions (SPSS version 20.0 for Mac OS X) analysis tool is used for this dissertation. Descriptive statistics are used to analyze the study variables for the items of each variable of the study. The researcher has summarized descriptive statistics of standard deviation, mean, frequency. Significant relationships using correlational analyses between variables are examined. SEM is used to examine direct and indirect hypothesis between perceived organizational support, psychological well-being, interpersonal conflict, employee engagement and innovative work behavior. This analysis is implemented using analysis of moment structures (AMOS) distributed by SPSS. SEM is the main analytical technique used in this research study. Before testing the hypotheses analysis of reliability is examined.

Four hundred sixteen respondents have participated in this study from a various sampling of industries such as banking retail, healthcare, and hospitality and government personnel in Izmir, Turkey.

Demographics characteristics of participants age, gender, level of education completed, job position and the industry that they work in have been analyzed. Analysis of frequency results have shown that 1.6% (n=7) of the participants reported belonging to the age of 16 and 19 group, 30% (n=126) of the age between 20 and 29 group, 43% (n=183) of the age between 30 and 39 group, 19% (n=83) of the age between 40 and 49 group, 3.8% (n=16) of the age between 50 and 59 group, and finally %0.2 (n=1) to the age group between 60 and 69. These numbers reflect that age group together (20-29), and (30-39), have represented approximately 73% of the entire surveyed organization. Descriptive analysis of age has indicated that minimum age was 17 and maximum age of respondent was 60 for the study. Mean for overall respondents were 34.23 of age.

Approximately 54.8% (n = 188) of the participants are female and 45.2 % (n = 228) of the participants are male. As it can be seen the population of male and female are proportionally distributed in the data set.

Analysis of the level of education completed frequency results have shown that 10.4% (n=31) the respondents level of education completed are elementary, 20.78% (n=86), an associate's degree, 45.2% (n=188), a bachelor's and degree, and 14.2% (n=62), a higher education degree or master's degree. And in figure 8 as it can be seen the level of education completed frequencies and notice most respondents fall into bachelor and higher education segment. These numbers have proven that the 60% respondents within the surveyed organization have belonged to a highly educated workforce.

Respondents are asked to pick the position from the given alternative job positions that they are currently working and the frequency analysis results have shown that 10% (n= 38) of the target population is a supervisor or manager, 67.1% (n=279) were mid-level workers, and almost 24% (n=99) held a different position than it is listed in their current organization.

Respondents are asked to name the industry they are currently working in and the frequency analysis results have shown that the industries percentages are in close

proximity to each other. A frequency analysis has shown that 21.9% (n=91) of the participants worked in a municipality, 15.6% (n=65) worked in a hotel industry, 21.6% (n=90) worked in a hospital, 19.5% (n=81) worked in a retail industry, and 21.4% (n= 89) worked in a banking industry.

2.5. ANALYSIS OF RELIABILITY

Reliability is one of the most important elements to evaluate of survey questionnaires. Reliability is concerned with the ability of a survey to measure consistently. The consistency of the construct is being tested to measure reliability (Field A. 2005). Meaning that items should produce results consistent with the overall questionnaire.

The most used measure of reliability testing is the use of Cronbach's alpha. If there is a correlation between the items of the survey, Cronbach's alpha can be increased. However, it can be affected by the length of the test. Hence, even if the correlation exists among the items, it can be low because of a short length of the survey.

If the coefficient of Cronbach's alpha is equal value of 0.9 and greater it is considered at excellent reliability. Since the coefficient of Cronbach's alpha for the overall survey is 0.938 it can be stated that survey has an excellent reliability coefficient. After examining the data, the researcher has taken out the questions number 21, 31 and 35 in order to reach higher reliability. The coefficient of Cronbach's alpha has risen to 0.945. Which means that the survey has even more excellent reliability coefficient without these items.

Table 1: Cronbach's Alpha for Each Factor

Reliability Statistics	PWB	EE	IWB	POS	IPC
Cronbach's Alpha	.879	.918	.874	.918	.792
Cronbach's Alpha Based on Standardized Items	.879	.923	.873	.919	.790
Number of Items	13	8	6	8	4

As we can see in table 1, Cronbach's alpha with 0.918 for EE, perceived organizational support have the highest score with excellent reliability coefficient and the other factors IWB with 0.874 Cronbach's alpha, PWB 0.879 Cronbach's alpha with good reliability coefficient and IPC with 0.790 Cronbach's alpha showing acceptable reliability coefficient.

In chapter two the study design with research questions, sampling, and instruments used for each variable, data collection methods and analysis of reliability are discussed. In chapter three detailed findings are explained.

CHAPTER THREE

FINDINGS

The aim this chapter is to discuss the results and give a detailed description of each analysis for the dissertation. Hypotheses are examined with confirmatory factor analysis and SEM that are identified to investigate the important relations between the variables.

3.1. HYPOTHESES

With the consideration of the discussion presented in this dissertation chapter one covering employee engagement and its antecedent variables, several hypotheses have been developed. To empirically examine the mediation and relationship between variables, two-stage modeling (Anderson et al. 1988) approach has been used in this dissertation. Two-stage analysis started with confirmatory factor analysis which followed by structural equation modeling (Byrne, 1994). Through a correlation analysis, eight hypotheses empirically have validated the proposed research frame of JD-R model of this dissertation.

H_1: Perceived organizational support is positively related to employee engagement.
H_2: Psychological well-being is positively related to employee engagement.
H_3: Interpersonal conflict at work is negatively related to employee engagement.
H_4: Employee engagement is positively related to innovative work behavior.
H_5: Interpersonal conflict at work is negatively related to innovative work behavior.
H_6: Perceived organizational support is positively related to innovative work behavior.
H_7: Psychological well-being is positively related to innovative work behavior.
H_8: Employee engagement mediates the relationship between interpersonal conflict, perceived organizational support, psychological well-being, and innovative work behavior.

3.2. DESCRIPTIVE STATISTICS

As we can see in table 2, the dissertation provides a summary of intercorrelations, the values of means, and standard deviations for all the variables in the model.

Table 2: Summary of Intercorrelations, Means, and Standard Deviations for EE, PWB, POS, IWB, and IPC

	1	2	3	4	5	M	SD
PWB	1					20.72	8.655
POS	.497**	1				27.81	9.593
EE	.500**	.636**	1			24.32	9.11
IWB	.555**	.441**	.486**	1		14.31	5.152
IPC	.255**	.338**	.288**	.172**	1	6.8	2.496

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

In table 2, the mean for EE, PWB, and POS are in close proximity to each other than IWB and IPC with reflective standard deviations. The boxplot of each variable in appendix 2 also shows that there is a wide gap in the interquartile range of the items meaning depending on the organization some items are supported and some aren't supported. They are not inconsistent either with the type of variable nor with the industry. For example, the variable interpersonal conflict IPC has the lowest interquartile range meaning it is the least industry sensitive. Whereas perceived organizational support POS has the highest interquartile range meaning there is a higher variability in industry people work and it is industry sensitive. Boxplots are a simple way of performing normality checks. For example, boxplot for IPC is disturbing in a way that the median is close to the lower quartile and lower whisker is shorter than the upper one which shows a positive skewness. Most outliers are scattered in the range of 157 and 256 which belongs to healthcare segment in the data. When we check the outliers, healthcare employees 242, 221, 216 were at the highest rank.

Before testing hypothesis, it is necessary to evaluate several assumptions. Normality and multicollinearity are tested prior to testing direct and mediating effects in

the proposed model. Normality refers to the normal distribution of the sample results. Shapiro Wilk (W) test is used for normality test. Test results in Appendix indicated that there is a violation of the assumption of normality. The assumption of multicollinearity is effective when there are high levels of intercorrelation between explanatory variables. It has been suggested to conduct the tolerance value (TOL) and variance inflation factor (VIF) tests too if there is an evidence of multicollinearity assumption. Appendix 2 has shown the values of TOL and VIF of the relationship between interpersonal conflict, psychological well-being and perceived organizational support with employee engagement and the dependent variable of innovative work behavior. The TOL and VIF tests have shown values in the satisfactory range, meaning there is no violation of multicollinearity. All the VIF values are around one which very good and there is not an evidence of multicollinearity.

3.3. CONFIRMATORY FACTOR ANALYSIS

Confirmatory factor analysis technique is used for the assessment of construct validity of hypotheses model to investigate the relations between the latent variables and their underlying constructs (Field, 2005). Latent variables also called unobserved variables that include dependent, independent and mediating variables and they are measured by their respective indicators. For performing confirmatory factor analysis, five latent variables have demonstrated as latent variables.

In figure 7 we can see the confirmatory factor analysis of thesis hypothesized model. Table 4 shows the initial results of CFA. It did not show good model fit because GFI 0.762, AGFI 0.734 is less than 0.90 suggesting the model is a poor fit and also Normed Fit Index (NFI) 0.758, CFI 0.817, and IFI 0.818 is less than 0.90. Root Mean Square is at 0.074 suggesting an acceptable fit by values being between 0.005 and 0.008.

Figure 7: Confirmatory Factor Analysis of Thesis Hypothesized Model

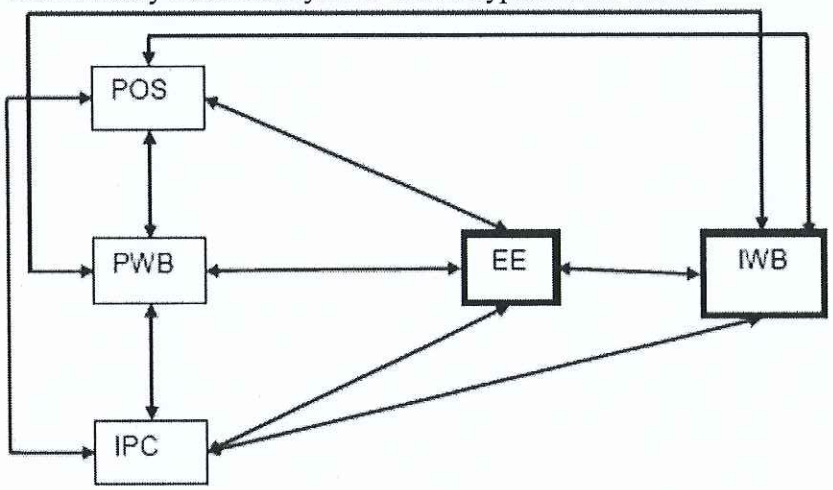


Table 3 below shows the items for each variable that are included in the analysis.

Table 3: Included Items into the Hypothesized Model

PWB	O1-O13
EE	O14-O22
IWB	O23-O28
POS	O29-O38
IPC	O39-O42

In table 4 we can see the loading of each item that are included in the first order of CFA.

Table 4: Result of the first order for CFA for PWB, EE, IWB, POS, and IPC

	Loadings	AVE	CR	Alpha
PWB				
Q1	0.776			
Q2	0.704			
Q3	0.825			
Q4	0.463			
Q5	0.514			
Q6	0.968			
Q7	0.462			

	Loadings	AVE	CR	Alpha
Q8	0.968			
Q10	0.973			
Q11	0.745			
Q12	0.744			
Q13	1			
EE		**0.587**	**0.921**	**0.9**
Q14	0.754			
Q15	0.751			
Q16	0.992			
Q17	1			
Q18	0.776			
Q19	0.98			
Q20	0.898			
Q21	0.175			
Q22	0.598			
IWB				
Q23	0.643			
Q24	0.561			
Q25	0.874			
Q26	1			
Q27	0.934			
Q28	0.505			
POS		**0.812**	**0.092**	**0.088**
Q29	0.637			
Q30	0.743			
Q31	-0.123			
Q32	0.769			
Q33	0.996			
Q34	0.68			
Q35	0.413			
Q36	0.941			
Q37	0.798			
Q38	1			
IPC		**0.611**	**0.861**	**0.79**
Q39	0.52			
Q40	0.684			

	Loadings	AVE	CR	Alpha
Q41	1			
Q42	0.885			

Table 5 shows that GFI 0.762, AGFI 0.734 are less than 0.90 suggesting the model is poor fit and Normed Fit Index (NFI) 0.758, CFI 0.817, and IFI 0.818 are also less than 0.90 which must be more than the value of 0.90 to be good fit for model and Root Mean Square is at 0.074 suggesting an acceptable fit by values being between 0.005 and 0.008. The null hypothesis is:

H_0: the postulated model holds in the population, i.e., the implied (sample) covariance matrix = population covariance matrix.

Table 5: Result of indicted of the first order for CFA for PWB, EE, IWB, POS, AND IPC

AMOS-Provided Measures	
Chi-square of estimated Model	2642.99
Degrees of Freedom	809
Significance Level	0
Chi-square/degrees of freedom (CMIN/DF)	3.267
Goodness-of-fit Index (GFI)	0.762
Root Mean Square Error of Approximation (RSMEA) p-value of close fit (RMSEA<0.05)	0.074
Adjusted-Goodness-of-Fit Index (AGFI)	0.734
Normed Fit Index (NFI)	0.758
Comparative Fit Index (CFI)	0.817
Incremental Fit Index (IFI)	0.818

The researcher prefers a nonsignificant chi-square and not reject the null hypothesis because it would mean that the predicted model is suitable for the observed data. When the *p*-value and chi-square value is at high probability level that means the model is a better fit. The value of chi-square is calculated as CMIN/DF and it is reported in AMOS program. When the chi-square is smaller it is better to fit the model. When the hypothesized CFA model has a 0.000 *p*-value, it is suggested that the hypothesized model should be rejected because the hypothesized model is not at the satisfactory model fit. When the chi-square is smaller it would be a better fit for the model. The ratio of Chi-square to the degree of freedom:

χ_2 / d.o.f ≤ 2 model fit is good , χ_2/ d.o.f ≤ 5 model fit is acceptable.

Since the ratio χ_2/ d.o.f of underlying model is 3.266, model fit is acceptable. (Less than 1.0 suggests that model is a poor fit. More than 5.0 suggest that model needs modification for improvement (March, et al., 1988; Hair, et al., 2010).

3.4. ALTERNATIVE MODEL TESTING FOR MEASUREMENT MODEL

In this stage, the hypothesized model serving as the baseline is compared with other models that are restricted with certain parameters being eliminated. All alternative nested models are compared to assess the evidence of construct and discriminant validity. In this research, the hypothesis model is compared with other four alternative models that are developed. In this stage, the overall goodness-of-fit with a combination of absolute, badness and incremental fit indices of the proposed structural model and the collected data is analyzed.

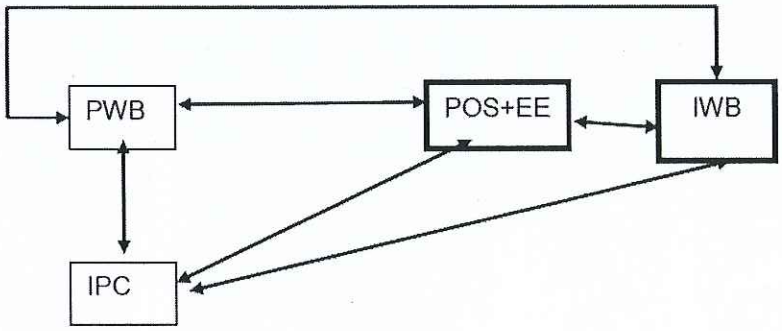
Several nested models are compared to test the construct validity of hypotheses model. A nested model is commonly used to decide which model is preferable in explaining the sample covariance. This approach is performed by comparing the goodness of fit indices for a modified structural model with the alternative models (Marsh et al. 1988). Differences between nested models are usually verified by comparing the goodness-of-fit indices for each model and using differences in χ_2 values relative to the difference in their degree of freedom. When the $\chi_2$differences are significant, for the given degrees of freedom and of a chosen significant level, the model that has the lower χ_2 value than the alternative model is selected. As a rule of thumb, the best fitting model is the model that has the lower value of χ_2 (Marsh et al. 1988). In addition to χ_2 values the Goodness of Fit Index (GFI), the Root Mean Square Error of Approximation (RMSEA), the Comparative Fit Index (CFI), Incremental Fit Index (IFI) and the Normed Fit Index (NFI), were assessed.

3.4.1. Alternative Model 1

In the first alternative nested four-factor model is shown in figure 8, where perceived organizational support, interpersonal conflicts, and innovative work behavior are separate factors, and employee engagement and psychological wellbeing are collected under a single factor.

An item that is included in the hypothesized model is listed in table 6.

Figure 8: Alternative Model 1



An item that is included in the hypothesized model is listed in table 6.

Table 6: Items Included in the Hypothesized Model

EE+POS	O14-O22 O29-O38
IWB	O23-O28
IPC	O39-O42

Any improvement attempts have not been performed in the analysis. The results of path diagram are shown in the file. In table 7 goodness of fit measures for the alternative model 1 are listed.

Table 7: Goodness-of-Fit Measures for SEM

	Alternative Model 1
AMOS-Provided Measures	
Chi-square of estimated Model	3616.42
Degrees of Freedom	813
Significance Level	0
Goodness-of-fit Index (GFI)	0.649

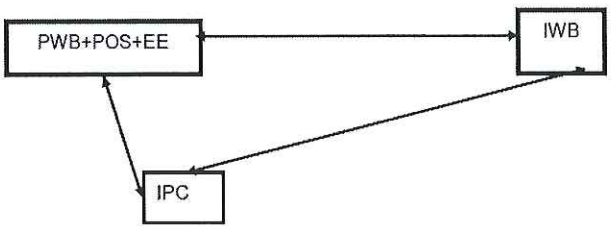
Root Mean Square Error of Approximation (RSMEA) p-value of close fit (RMSEA<0.05	0.091
Adjusted-Goodness-of-Fit Index (AGFI)	0.61
Normed Fit Index (NFI)	0.668
Comparative Fit Index (CFI)	0.721
Incremental Fit Index (IFI)	0.722
CMIN/df	4.448

Since GFI 0.649, AGFI 0.610, NFI 0.668, CFI 0.721, IFI 0.722 (These values must be greater than 0.90 for good fit for model), and, RSMEA 0.091 (These values must be less than 0.05 for good fit model), it is concluded that model has not good fit for these items. If we compare this model to the hypothesized model, model fit indexes are a worse than the hypothesized model.

3.4.2. Alternative Model 2

In the second alternative nested three-factor model is shown in figure 9, where perceived organizational support, psychological wellbeing, and employee engagement are collected under a single factor and interpersonal conflicts and innovative work behavior are taken as separate factors.

Figure 9: Alternative Model 2



Item that are included in the hypothesized model 2 is listed in table 8.

Table 8: Items Included in the Hypothesized Model

EE+ POS+PWB	O1-O22, O29-O38
IWB	O23-O28 O39-O42

Any improvement attempts have not been performed in the analysis. The results of path diagram have shown in the file. In table 9 goodness of fit measures for the alternative model 2 are listed.

Table 9: Goodness-of-Fit Measures for SEM

	Alternative Model 2
AMOS-Provided Measures	
Chi-square of estimated Model	4451.951
Degrees of Freedom	816
Significance Level	0
Goodness-of-fit Index (GFI)	0.573
Root Mean Square Error of Approximation (RSMEA) p-value of close fit (RMSEA)<0.05	0.104
Adjusted-Goodness-of-Fit Index (AGFI)	0.528
Normed Fit Index (NFI)	0.528
Comparative Fit Index (CFI)	0.638
Incremental Fit Index (IFI)	0.639

Since GFI 0.573, AGFI 0.528, NFI 0.592, CFI 0.638, IFI 0.639 (These values must be greater than 0.90 for good fit for the model), and, RSMEA=0.104 (These values must be less than 0.05 for good fit model), it is concluded that model has not a good fit for these items. If we compare this model to the hypothesized model, model fit indexes are a worse than the hypothesized model.

3.4.3. Alternative Model 3

In the third alternative nested two-factor model is shown in figure 10, where perceived organizational support, psychological well-being, employee engagement, and

interpersonal conflicts were collected under a single factor and innovative work behavior is taken as a separate factor.

Figure 10: Alternative Model 3

Items that are included in the hypothesized model 3 is listed in table 10.

Table 10: Items Included in the Hypothesized Model

EE+ POS+PWB+IPC	O1-O22, O29-O42
IWB	O23-O28

Any improvement attempts have not been performing in the analysis. The results of path diagram have shown in the file. In table 11 goodness of fit measures for the alternative model 3 are listed.

Table 11: Goodness-of-Fit Measures for SEM

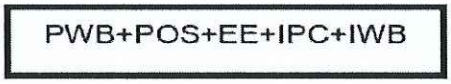
	Alternative Model 3
AMOS-Provided Measures	
Chi-square of estimated Model	4902.511
Degrees of Freedom	818
Significance Level	0
Goodness-of-fit Index (GFI)	0.551
Root Mean Square Error of Approximation (RSMEA)	0.11
P-value of close fit (RMSEA)<0.05	
Adjusted-Goodness-of-Fit Index (AGFI)	0.505
Normed Fit Index (NFI)	0.55
Comparative Fit Index (CFI)	0.593
Incremental Fit Index (IFI)	0.595

Since GFI 0.551, AGFI 0.505, NFI 0.550, CFI 0.593, IFI 0.595 (These values must be greater than 0.90 for good fit for the model), and, RSMEA=0.110 (These values must be less than 0.05 for good fit model), it is concluded that model has not a good fit for these items. If we compare this model to the hypothesized model, model fit indexes are a worse than the hypothesized model.

3.4.4. Alternative Model 4

In the fourth alternative nested one-factor model is shown in figure 11, where perceived organizational support, psychological wellbeing, employee engagement, innovative work behavior, and interpersonal conflicts were collected under a single factor.

Figure 11: Alternative Model 4



Items that are included in the hypothesized model 4 listed in table 12.

Table 12: Included items into the Hypothesized Model

EE+ POS+PWB+IPC+IWB	O1- O42

Any improvement attempts have not been performing in the analysis. The results of path diagram have shown in the file. In table 13 goodness of fit measures for the alternative model 4 are listed.

Table 13: Goodness-of-Fit Measures for SEM

	Alternative Model 4
AMOS-Provided Measures	
Chi-square of estimated Model	5571.203
Degrees of Freedom	819

Significance Level	0
Goodness-of-fit Index (GFI)	0.508
Root Mean Square Error of Approximation (RSMEA) P-value of close fit (RMSEA)<0.05	0.118
Adjusted-Goodness-of-Fit Index (AGFI)	0.457
Normed Fit Index (NFI)	0.489
Comparative Fit Index (CFI)	0.527
Incremental Fit Index (IFI)	0.529

Since GFI 0.508, AGFI 0.457, NFI 0.489, CFI 0.527, IFI 0.529 (These values must be greater than 0.90 for good fit for the model), and, RSMEA=0.118 (These values must be less than 0.05 for good fit model), it is concluded that model has not a good fit for these items. If we compare this model to the hypothesized model, model fit indexes are a worse than the hypothesized model.

3.4.5. Evaluation of All Models

According to the results, the hypothesis model is to most fit model among the alternative models. The smaller the chi-square, the better the model fit.

Table 14: Evaluation of All Models

	Chi-square	d.o.f	CFI	RMSEA
CFA of First Iteration	2642.99	809	0.817	0.074
Alternative Model 1	3616.426	813	0.721	0.091
Alternative Model 2	4451.951	816	0.638	0.104
Alternative Model 3	4902.511	818	0.593	0.11
Alternative Model 4	5571.203	819	0.527	0.118

3.5. EVALUATION OF SEM MODEL

The use of the multivariate technique of SEM involving confirmatory approach as the methodological procedure has gained popularity in recent years (Byrne, 2001). Structural equation modeling (SEM) is a process that is viewed as a confirmatory procedure. SEM is a statistical technique that integrates path and factor analysis where confirmatory factor analysis is the measurement part of structural equation modeling. The measurement model starts specifying a model through confirmatory factor analysis with each variable taken as a latent, then measured by multiple indicators to fit in the structural model through path analysis with latent variables. The purpose of the SEM analysis is to decide on a model that is a good fit for the relevant data based on past research which also theoretically makes sense. Researchers such as Hair et al. (2010) and Byrne (2001) explains SEM as the linear association between observed variables and unobserved (known as latent) variables. The unobserved latent variables which are theoretical constructions come in a form of exogenous or endogenous can't directly be measured. Where observed variables are single items or combinations of multiple items serve as indicators for measuring unobserved variables. In the proposed model this dissertation unobserved latent variables are; perceived organizational support, psychological wellbeing, employee engagement, and interpersonal conflicts and innovative work behavior. Indicators also called observed variables and manifest variables that are items like in a survey instrument. In this study, 39 indicators were used with each latent variable ranging from 4 to 10 indicators. The observed variables are the nine items UWES scale, the ten item perceived organizational support scale, eight-item psychological wellbeing Diener et al. (2010) scale, four-item Spector and Jex, (1998) conflict scale, and the Scott et al. (1994) six-item scale innovative work behavior scale. SEM allows the researcher to investigate relationships between observed latent variable and its underlying indicators. Measurement errors on observed and unobserved variable provide reliability of the causal relationship between unobserved variable with no bias of measurement error.

SEM uses multiple techniques together to test complex patterns to provide more comprehensive results. It goes beyond regression analysis by modeling several regression

equations between variables together and if necessary it uses mediators. SEM also considered an ideal approach for testing mediation hypothesis, because it offers alternative ways to explore mediation effects. In comparison with other models, SEM uses a number of fit indices for assessing whether the hypothesized model is compatible with the entire data. The hypothesized model is tested statistically in a simultaneous analysis of the complete system of variables to determine the extent to which is consistent with the data. If consisted then the model argues for the plausibility of examining relationships among variables, otherwise, such relations are rejected (Byrne, 2001).

Considering all these characteristics mentioned, utilizing SEM is more appropriate than other techniques for this dissertation. It provided greater ability and more statistical power to test the model and hypothesis for this research. Analysis of moment structures (AMOS) is a statistical package that is distributed by SPSS which is used in applying SEM for this research. For strictly confirmatory approach, the goodness of fit tests is being utilized to determine whether the pattern of variances and covariance's are consistent with the structural model.

3.5.1. Model Evaluation Stage

In this stage, the fit or the goodness of fit of the model is evaluated. In order to see whether measurement scales and the model provide a good fit for the entire relationship, several goodness-of-fit indices must be assessed. This is done by examining a mixture of indices of fit to see whether there is a degree of fit or misfit in the models.

These indices are classified into three sets: absolute fit indices, the badness of fit measure and incremental fit indices (Hair et al. 2010). In this dissertation, the indices used are summarized and the optimal values for accepting, modifying or rejecting a model are discussed. In this stage, the fit or the goodness-of-fit of the model are evaluated. In order to see whether measurement scales and the model provide a good fit for the entire relationship, several goodness-of-fit indices must be assessed. This is done by examining a mixture of indices of fit to see whether there is a degree of fit or misfit in the models.

So, in order to make the decision less dependent on the chi-square(χ_2) value, it is presented in conjunction with other indices.

The researchers utilized four of the most common incremental indices which are; For Goodness-of-Fit (GFI), Goodness-of-Fit (AGFI), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA). GFI is described as a measure of the relative amount of variance and covariance's jointly accounted for by the model. AGFI is developed as a variant of GFI that takes into account the differing degrees of freedom in the model complexity.

AFGI and GFI values range between 0 for poor fit to 1 for a perfect fit. According to Hair et al. (2010) AGFI value is less than the value of GFI due to its sensitivity to the complexity of the model. Typically, the model has a cut off value of over 0.90 or values close to 0.95 for AFGI and GFI (Şimşek, 2007). Even though AFGI and GFI are less sensitive to sample size that χ_2 they still have similar problems to those of the χ_2 statistic. In order to avoid problems, the most common measures of the badness of fit measure are indices will be examined (Hair et al. 2010).

3.5.1.1 Absolute Fit Indices

It aims to determine the degree to which model predicts the observed covariance or correlations matrix fits in comparison to no model. It indicates the extent to which proposed model reproduces the sample data. The most commonly referred indices under this category are the Chi-square (χ_2) statistic. It is utilized to test the null hypothesis when the model is specified correctly, meaning specified model would lead to the reproduction of the population covariance matrix of the observed variable. Acceptable level of model fit (χ_2) values should be non-significance at a 0.001 level. If it is at $p<0.001$ it suggests that path of the model provide a poor fit of the model. When χ_2 values significant that means that observed and actual covariance is not statistically significant (Byrne, 2001).

Chi-square (χ_2) statistic is sensitive to the size of the sample. The larger the sample size, the more likely that the value of (χ_2) will be significant, which will lead to a rejection

of the model (Savalei et al. 2010). So, in order to make the decision less dependent on the χ_2 value, it will be good to look at the ratio of χ_2 / d.o.f.

χ_2/ d.o.f ≤ 2 model fit is good. Less than 1.0 suggest that model is a poor fit. More than 5.0 suggest that model needs modification for improvement (Marsh et al. 1988; Hair et al.,2010). When χ_2 / d.o.f ≤ 5 then the model fit is acceptable.

3.5.1.2. The badness of Fit Indices

The term badness of fit because the higher the value the more likely the model misfits the data and the lower the value the more likely the model fit the data (Hair, et al., 2010). A basic index for the badness of fit is Root Mean Square Error of Approximation (RMSEA). It describes the average differences per degree of freedom expected to occur in the population, not the sample. Hair, at al. (1995) suggest that RMSEA values between 0.5 and 0.8 indicate of an acceptable fit, while a value equal or less than 0.05 indicates a good fit.

3.5.1.3. Incremental (Comparative) Fit Indices

It is defined as "a single construct model with all indicators perfectly measuring the construct" (Hair at al. 2010). This index is based on the idea of how much the model deviates from the null hypothesis of no relationship. Byrne, (2001) argued that the values of these indices are normed and the values range between 0-1 and recommended that the higher the value, the better the model fit the data. In short five indices for evaluating model fit, under the three general fit indices were utilized. In table 15 we can see the interpretation of acceptable values of goodness-of-fit indices.

Table 15: Interpretation of Acceptable Values of Goodness-of-fit Indices

Goodness-of-fit indices	Interpretation of acceptable values
Chi-square statistics	A non-significant result indicates a model fit
The ratio of Chi-square to the degree of freedom	Less than 1.0 suggest that model is a poor fit. More than 5.0 suggests that model needs modification for improvement (March et al.1988; Hair et al. 2010)
Goodness-of-Fit Index (GFI) and Adjusted Goodness-of-Fit Index (AGFI)	Less than 0.90 suggest that the model is a poor fit. GFI index value that equals to or greater than 0.90 indicates acceptable model fit and value close to 0.95 indicated good model fit (Hoelter, 1983: Hu, et al. 1999)
Root Mean Square Error of Approximation (RMSEA)	Byrne (2001) and Hair et al. (1995) suggested that RMSEA values between 0.005 and 0.008 indicate of an acceptable fit, while a value equal or less than 0.05 indicated a good fit.
Normed Fit indices(NFI, CFI, IFI)	Values that equal or exceed 0.90 are deemed to have acceptable model fit (Markland, 2007: Hair et al. 2010)

3.5.2. Assessing the Psychometric Properties of The Five Measurement Scales

In structural equation modeling, modifications are often needed for the model to be a better fit for the data but model re-specification has the risk of threatening the validity of the research (MacCallum et al. 1992). For example, Hakanen et al. (2006) made modifications to assess the core dimensions employee engagement by using only two scales including five items of dedication and six items of vigor. Another example Balducci et al. (2010) used the psychometric properties of the Italian version of the Utrecht employee engagement scale using three factors of vigor, absorption, and dedication versus one-factor engagement solution.

The most distinctive item for the dedication scale reads as "I am enthusiastic about my job". This item has joined "My job inspires me" because it has had the highest β value ranging between .20 and .49 with a median of .32 in all but two countries, Belgium and Canada. The most distinctive items have summed and regressed on the remaining three dedication items. The item "I am proud of the work that I do" has shown the highest β values ranging between .12 and .48, with a .27 median value in all countries.

For absorption, the item "I feel happy when I am working intensely" has had the highest β values ranging between .20 and .62 with .37 median in almost all countries. For this research, all the items in dedication scale are included along with the question "When I get up in the morning, I feel like going to work" with the highest β values ranging between .12 and .71 with a .39 median value in almost all countries. And the absorption item "I feel happy when I am working intensely" have had the highest β values ranging between .20 and .62 with a .37 median value in all countries (Schaufeli, et al., 2006).

Question number 22 is taken out because the wording and translating into the Turkish language may have created a drift in the meaning of the item. The standard deviation of this question is the highest among other questions meaning where participants had a lower level of agreement in how they responded. And it has shown the lowest β values 0.264 among other questions.

In this dissertation, the researcher has conducted the study in a shorter survey of perceived organizational support version by selecting only 6 items. Most used perceived organizational support scale has been used by researchers is 17 items shorter version. But it has been also common by researchers to use even shorter version such as Stinglhamber et al. (2006) only have selected 8 items, Erdogan and Enders, (2007), and Vandenberghe et al. (2007) also have used the 8-item short version in measuring perceived organizational support. Researchers such as Shanock and Eisenberger, (2006) and Loi et al. (2006) have utilized only six-item scale adapted from the scale to measure perceived organizational support. There are other researchers that have developed their own twelve-item scale such as Jawahar and Hemmasi, (2006) to explore the relationship between POS and work satisfaction for female managers. As we can see from the samples in the literature that there is no restriction on the number of items that should be included in the scale. As it is recommended by Rhoades and Eisenberger, (2002), as long as the chosen items represent the aspects of the definition of POS shorter version can be utilized.

The flourishing scale assesses subjective well-being and individually perceived social psychological prosperity (Diener et al. 2009). It consists of eight items with regard to individual fulfillment or self-actualization. There are several aspects such as personal relations, self-esteem, aims in life, and the degree of optimism is taken as a basis for this

measure. The items that reduced in analyzing the data are directly related to social flourishing "My social relationships are supportive and rewarding", "I actively contribute to the happiness and well-being of others", and "People respect me") and the other item was addressing competence "I am competent and capable in the activities that are important to me", which was not part of the single calculated component (Rump, 2015).

Innovative work behavior scale is developed by Scott and Bruce, (1994) with six items scale that includes idea generation, realization, and coalition building but they didn't attempt to utilize the scale with separate dimensions. However, Scott and Bruce, (1998) have introduced a four items shorter version of their scale. There are other researchers that used IWB measure in such short scales. There has not been a thorough analysis of the validity of the literature about the innovative work behavior measure. A handful researchers studies have shown that innovative work behavior measure has a significant relationship with related variables, with the result of self-reported innovativeness (Janssen, 2000), and objective innovation outcomes (Scott and Bruce, 1994; 1998).

Despite the use of the scale in the literature, the convergent and divergent validity of innovative work behavior dimensions has not been established not the nomological network for the measure. Three dimensions of innovative work behavior have been hypothesized to develop and validate a measure. When it comes to validation the critical component is to establish the convergent and discriminant validity of the dimensions (Campbell et al. 1959).

Two factor models of eight items was implemented, five items on championing, the creativity and three items on the application, the implementation. This model is implemented by Krause, (2004). Another multi-dimensional, two-stage model of innovative work behavior scale with sixteen items is implemented by Dorenbosch et al. (2005) ten items on creativity and six items on implementation (De Jong and Den Hartog, 2008).

The three-factor model reflects the work of Scott and Bruce, (1994), and Janssen, (2000) with the assumption of IWB includes championing, idea generation also includes opportunity exploration and application.

In this research, three items on opportunity exploration scale are operationalized to create a measure of EE for IWB. This dissertation has utilized items one, four, and five which were on the scale of opportunity exploration. Also translating into the Turkish language for some questions it may give the same meaning and may cause redundant in meanings and for others, it may have created a drift in the meaning of the item. Such as "Yaratıcı fikirler üretirim" and "Yenilikçiyim" and "Yeni teknolojiler, süreçler, teknikler araştırım ve fikirler üretirim" may imply the same meaning into the Turkish language.

The interpersonal conflict scale includes four items referring to the frequency of arguments with first question "How often do you get into arguments with others at work?" referring conflicts in the workplace and the other questions referring rude behavior of co-workers such as the item "İşyerinizde diğer insanlar size hangi sıklıkla bağırırlar?" and "İşyerinizde insanlar size hangi sıklıkla kaba davranırlar?". When translating into the Turkish language those two questions may give the same meaning, therefore, it is considered redundant. In this research, two items of interpersonal conflict scale are operationalized to create a measure of employee engagement for interpersonal conflict.

Table 16: Assessing Construct Validity and Reliability after SEM Analysis with Results of R^2, Beta Values and Significance Levels of the Perceived Organizational Support Survey Items

Perceived Organizational Support (POS) survey items (AVE= 0.81) (CR= 0.93) (Alpha=0.885)	Factor loading	β Weights	R^2	sig.
"The organization takes pride in my accomplishments at work"	0.697	a		0.000
"My organization cares about my opinions"	0.743	0.706	0.505	0.000
"My organization shows very little concern for me"	-0.123	a ,b		0.000
"Help is available from my organization when I have a problem"	0.769	0.75	0.568	0.000
"My organization strongly considers my goals and values"	0.996	0.972	0.737	
"My organization would forgive an honest mistake on my part"	0.68	a		0.000
"If given the opportunity, my organization would take advantage of me"	0.413	a		0.000

Perceived Organizational Support (POS) survey items (AVE= 0.81) (CR= 0.93) (Alpha=0.885)	Factor loading	β Weights	R^2	sig.
"My organization really cares about my wellbeing"	0.941	0.939	0.763	0.000
"My organization is willing to help me if I need a special favor"	0.798	0.8	0.646	0.000
"My organization tries to make my job as interesting as possible"	1	1	0.662	0.000

a Dropped during SEM analysis.
b Reverse-scored item

As we can see in table 16, the first order of CFA has indicated that estimates for the ten measurements ranged between 1.000 and -0.123. From the table below six items have the highest above 0.7 loading on the unobserved variable of perceived organizational support. The β weights for six items are also above 0.7 respectively. This means when perceived organizational support goes up by 1 standard deviation, the item "My organization cares about my opinions" goes up by 70% standard deviation and the item "Help is available from my organization when I have a problem" goes up by 75% standard deviation and the item "My organization really cares about my well-being" goes up by 0.94 standard deviation. All of the R^2 estimates were high for those six items and they were statistically significant. For example, the item "My organization strongly considers my goals and values "explains 74% of its variance in employee engagement. Meaning, the error variance of this item is almost .36 of the variance of the item itself.

The fit indices of for first order of CFA has shown that some goodness-of-fit indices were lower than required cut-off values and the data did not fit well (Chi-square χ^2= 2642.99, CFI=0.817, RMSEA= 0.074). in order to respectively the model, standardized residual corrections and modifications are conducted (Byrne, 2001). In this model modifications made through deletion of some of the perceived organizational support items that were consistent with previous studies (Rhoades et al. 2002). Four items were removed in order to obtain an adequate model fit. After rerunning the model without these four items he fit indices showed that some goodness-of-fit indices have provided a better fit for the data (Chi-square χ2= 711.872, CFI=0.918). Table 4.40 has shown the results for β Weights and R^2 estimates for each item of the modified scale. The estimates for R^2 for modified items are high and significant at p<0.001. The Cronbach's alpha

coefficient for an overall score was 0.9. Meaning six items measured on the overall construct of employee engagement are highly related and consistently measure perceived organizational support.

Table 17: Assessing Construct Validity and Reliability after SEM Analysis with Results of R^2, Beta Values and Significance Levels of the Psychological Well-being Survey Item

Constructs and items	Factor loading	β Weights	R^2	sig.
The psychological well-being survey items (PWB) (AVE =0.59) (CR= 0.92) (α=0.9)				0.000
"I lead a purposeful life"	0.776	0.76	0.35	0.000
"My social relationships are supportive"	0.704	a		0.000
"I am competent in the activities that are important to me"	0.825	0.739	0.348	0.000
"I am a good person"	0.463	a		0.000
"People respect me"	0.514	a		0.000
"I am interested in my daily activities"	0.968	0.964	0.473	0.000
"I actively contribute to the happiness and well-being of others"	0.462	a		0.000
"I live a good life"	0.968	0.98	0.483	0.000
"I am optimistic about my future"	0.973	1		0.000
"My social relationships are rewarding"	0.745	a		0.000
"I am capable of the activities that are important to me "	0.744	a		0.000
"I lead a meaningful life"	0.912	0.933	0.524	0.000
"I am interested in my daily activities "	1	1	0.51	0.000

a Dropped during SEM analysis.

As we can see in table 17, the first order of CFA has indicated that estimates for the thirteen measurements ranged between 1.000 and 0.46. From the table below nine items have the highest above 0.7 loading on the unobserved variable of psychological well-being. The β weights for six items are also above 0.7 respectively. This means when employee engagement goes up by 1 standard deviation, the item "I am competent in the

activities that are important to me" goes up by 74% standard deviation and the item "I lead a purposeful life" goes up by 76% standard deviation and the item "I lead a meaningful life" goes up by 0.9 standard deviation.

All of the R^2 estimates were high for those five items and they were statistically significant. For example, the item "I lead a meaningful life "explains 53% of its variance in employee engagement. In other words, the error variance of this item is approximately .47 of the variance of the item itself. The fit indices of for first order of CFA showed that some goodness-of-fit indices were lower than required cut off values and the data did not fit well (Chi-square $\chi 2$=2642.99, CFI=0.817, RMSEA= 0.074). In order to prespecify the model standardized residual corrections and modifications are conducted (Byrne, 2001)

It is possible to improve the fit of a scale with modifications by deleting items that have a loading value lower than 0.50 from the scale as it described by Hair et al. (2010). Modifications of a model should be made based on strong theoretical justification and support from previous researchers. In this model modifications made through deletion of some of the psychological well-being items that were consistent with previous studies. The items that are reduced in analyzing the data are directly related to social flourishing, "My social relationships are supportive and rewarding", "I actively contribute to the happiness and well-being of others", and "People respect me" and the other item was addressing competence "I am competent and capable in the activities that are important to me", which was not part of the single calculated component (Rump, 2015). Six items were removed in order to obtain an adequate model fit. After re-running the model without these four items he fit indices showed that some goodness-of-fit indices provided a better fit for the data (Chi-square χ^2= 711.872, CFI=0.918). The table shows the results for β Weights and R^2 estimates for each item of the modified scale. The estimates for R^2 for modified items were high and significant at p-value<0.001. The Cronbach's alpha coefficient for an overall score was 0.9. Meaning six items measured on the overall construct of EE are highly related and consistently measure PWB.

Table 18: Assessing Construct Validity and Reliability after SEM Analysis with Results of R^2, Beta Values and Significance Levels of the Interpersonal Conflict Survey Items

Interpersonal Conflict Survey Items (α=0.792) (AVE=0.61) (CR=0.9)	**Factor loading**	**β Weights**	**R^2**	**sig.**
"How often do you get into arguments with others at work? "	0.52	a		0.000
"How often do other people yell at you at work?"	0.694	a		0.000
"How often are people rude to you at work?"	1	0.997	0.674	0.000
"How often do other people do nasty things to you at work?"	0.885	1	0.717	0.000

a Dropped during SEM analysis.

As we can see in table 18, the first order of CFA has indicated that estimates for the ten measurements ranged between 0.88 and 0.52. From the table below two items have the highest above 0.8 loading on the unobserved variable of IPC. The β weights for two items are also above 0.7 respectively. This means when interpersonal conflict goes up by 1 standard deviation, the item "How often are people rude to you at work?" goes up by 99% standard deviation and the item " How often do other people do nasty things to you at work?" goes up by 71% standard deviation.

All of the R^2 estimates are high for those two items and they were statistically significant. For example, the item "How often people are rude to you at work?" explains 70% of its variance in interpersonal conflict. Meaning the error variance of this item is almost .30 of the variance of the item itself. The fit indices of for first order of CFA has shown that some goodness-of-fit indices were lower than required cut-off values and the data did not fit well (Chi-square $\chi 2$=2642.99, CFI=0.817, RMSEA= 0.074). In order to respecify the model, standardized residual corrections and modifications are conducted (Byrne, 2001).

Table 19: Construct Validity and Reliability after SEM Analysis with Results of R^2, Beta Values and Significance Levels of the of the Utrecht Work Engagement Scale survey items

Utrecht Work Engagement Scale survey items (AVE =0.59) (CR= 0.92) (α=1)	Factor loading	β Weights	R^2	sig.
"At my work, I feel that I am bursting with energy"	0.754	a		0.000
"At my job, I feel strong and vigorous"	0.751	a		0.000
"When I get up in the morning, I feel like going to work"	0.992	0.934	0.694	0.000
"My job inspires me"	1	1	0.861	0.000
"I am proud of the work that I do"	0.776	0.781	0.664	
"I am enthusiastic about my job"	0.98	0.976	0.821	0.000
"I feel happy when I am working intensely"	0.898	0.83	0.898	0.000
"I am immersed in my work"	0.175	a		0.000
"I carried away when I'm working"	0.598	a		0.000

a Dropped during SEM analysis.

As we can see in table 19, the first order of CFA has indicated that estimates for the nine measurements ranged between 1.000 and 0.175. From the table below five items have the highest above 0.7 loading on the unobserved variable of EE. The β weights for five items are also above 0.7 respectively. This means when EE goes up by 1 standard deviation, the item " When I get up in the morning, I feel like going to work" goes up by 94% standard deviation and the item " My job inspires me " goes up by 1 standard deviation and the item " I am enthusiastic about my job" goes up by 0.9 standard deviation. All of the R^2 estimates are high for those five items and they were statistically significant. For example, the item "My job inspires me "explains 87% of its variance in employee engagement. Meaning the error variance of this item is almost .13 of the variance of the item itself.

The fit indices of for first order of CFA have shown that some goodness-of-fit indices were lower than required cut-off values and the data did not fit well (Chi-square χ^2=2642.99, CFI=0.817, RMSEA= 0.074). in order to respectively the model standardized

residual corrections and modifications are conducted (Byrne, 2001) It is possible to improve the fit of a scale with modifications by deleting items that have a loading value lower than 0.50 from the scale as it described by Hair et al. (2010). In this model modifications made through deletion of some of UWES items that were consistent with previous studies (Karatepe and Olugbade, 2009). Two items form vigor and two items of absorption were removed in order to obtain an adequate model fit. After re-running the model without these four items he fit indices showed that some goodness-of-fit indices provided a better fit for the data (Chi-square χ^2= 711.872, CFI=0.918).

The table shows the results for β Weights and R^2 estimates for each item of the modified scale. The estimates for R^2 for modified items were high and significant at p<0.001. The Cronbach's alpha coefficient for an overall score was 0.921. Meaning five items measured on the overall construct of employee engagement were highly related and consistently measure EE.

Table 20: Assessing Construct Validity and Reliability after SEM Analysis with Results of R^2, Beta Values and Significance Levels of the o Innovative Work Behavior Survey Items

Innovative Work Behavior Survey Items (AVE= 0.80) (CR=0.90) (α=0.874)	Factor loading	β Weights	R^2	sig.
"Create new ideas for difficult issues."	0.643	A		0.000
"Encourage important organizational members to be enthusiastic about innovative ideas and solutions"	0.561	A		0.000
"Search out new working methods, techniques, or instruments"	0.874	0.813	0.875	0.000
"Transform innovative ideas into useful applications by implementing plans and activities"	1	1	0.925	0.000
"Mobilize support for innovative ideas and solutions"	0.934	0.925	1	0.000
"I am innovative"	0.505	A		0.000

a Dropped during SEM analysis.

As we can see in table 20, the first order of CFA has indicated that estimates for the six measurements ranged between 1.000 and 0.505. From the table below three items have the highest above 0.8 loading on the unobserved variable of innovative work

behavior. The β weights for three items are also above 0.8 respectively. This means when innovative work behavior goes up by 1 standard deviation, the item "Search out new working methods, techniques, or instruments" goes up by 81% standard deviation and the item "Mobilize support for innovative ideas and solutions" goes up by 0.925 standard deviations and the item "Transform innovative ideas into useful applications by implementing plans and activities" goes up by 1 standard deviation. All of the R^2 estimates are high for those three items and they were statistically significant. For example, the item "Transform innovative ideas into useful applications by implementing plans and activities "explains 93% of its variance in innovative work behavior. In other words, the error variance of this item is approximately .07 of the variance of the item itself.

Cronbach's alpha coefficient for an overall score is 0.874 meaning three items measured on the overall construct of innovative work behavior has high internal consistency. The fit indices of for first order of CFA has shown that some goodness-of-fit indices are lower than required cut-off values and the data did not fit well (Chi-square χ_2=2642.99, CFI=0.817, RMSEA= 0.074). In order to respectively the model, standardized residual corrections and modifications are conducted (Byrne, 2001). It is possible to improve the fit of a scale with modifications by deleting items that have a loading value lower than 0.50 from the scale as it described by Hair et al. (2010). In this model, modifications have made through deletion of some of the innovative work behavior items that are consistent with previous studies (Dorenbosch et al. 2005; Krause, 2004). Three items are removed in order to obtain an adequate model fit. After rerunning the model without these three items some goodness-of-fit indices have provided a better fit for the data (Chi-square χ_2= 711.872, CFI=0.918).

After the modifications of SEM analysis, two items are deleted and two items are kept off from the scale of the interpersonal conflict(Spector et al. 1998). Two items are removed in order to obtain an adequate model fit. After re-running the model without these four items the fit indices have shown that some goodness-of-fit indices provided a better fit for the data (Chi-square χ_2= 711.872, CFI=0.918). Table 4.41 has shown the results for β Weights and R^2 estimates for each item of the modified scale. The estimates for R^2 for modified items are high and significant at p-value<0.001. The Cronbach's alpha

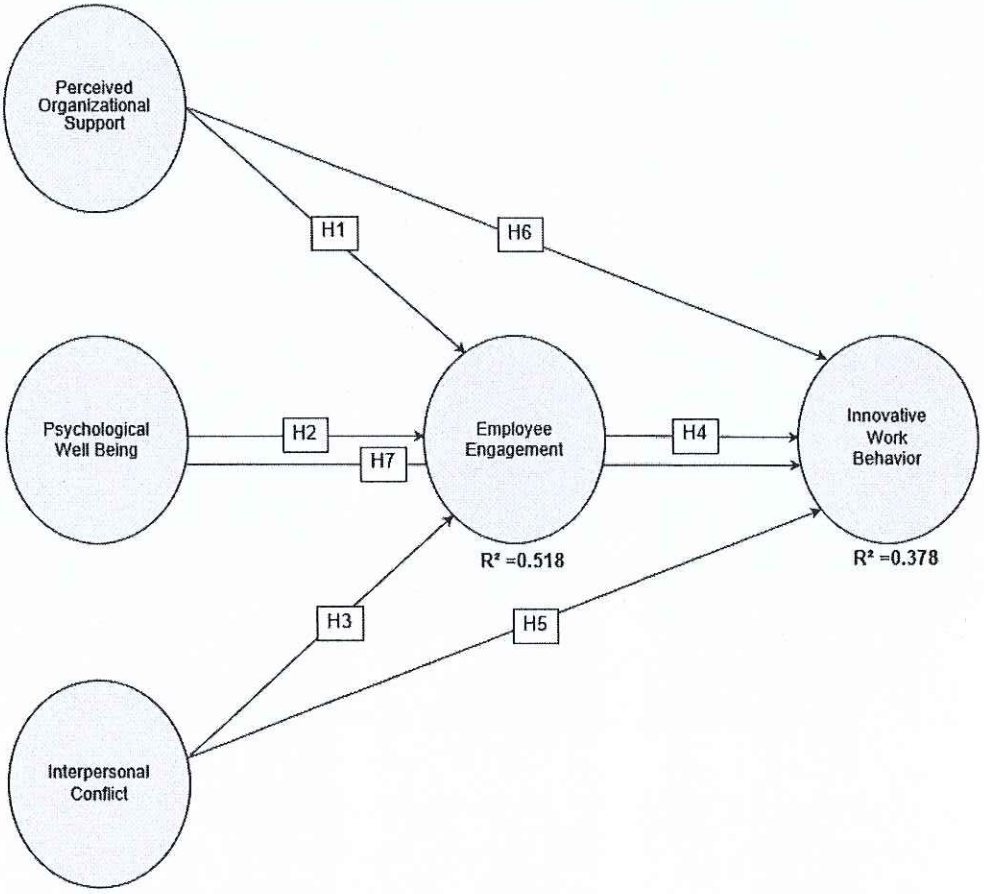
coefficient for an overall score is 0.9. Meaning two items measured on the overall construct of interpersonal conflict are highly related and consistently measure interpersonal conflict.

3.5.3. Final Iteration of SEM Analysis

After examining the two-stage SEM approach and based on the discussions have presented in chapter two and five, eight hypotheses have been developed. These hypotheses are related to study purposes. Correlational designs are part of non-experimental research that seeks for empirical relationship between variables. This study does not require manipulation of independent variables as it is not in correlational designs, therefore it has been utilized in the dissertation. Through correlation analyses, eight hypotheses empirically have validated the proposed research model of this study. SEM is used to assess the magnitude of effect in the direct relationship between an independent and dependent variable.

In order to test eight hypothesis, structural equation modeling (SEM) techniques are assessed. Using SEM analysis this section covers direct relationship hypothesis of one through 7 and the simple meditation hypothesis 8. Standardized regression weights β taken from AMOS analysis are used to test the hypothesis.

Figure 12: Path Diagram of the Structural Equation Model



Beta values: H1=0.157, H2=0.499, H3=0.451, H4=0.118, H5=-0.234, H6=0.127, H7=0.597; $\chi 2$= 711.872, DF=220, $\chi 2$/DF= 3.235, AGFI=0.832, GFI=0.918, EFI=0.919.

Dependent variables are employee engagement and innovative work behavior. And the latent variables are perceived organizational support, psychological well-being, and interpersonal conflict. The independent variables are O1, O3, O6, O8, O9, O12, O13, O16, O17, O18, O19, O20, O25, O26, O27, O30, O32, O33, O36, 37, 38, O41 and O42 variables.

According to AMOS Estimates (Maximum Likelihood) the measurement equations for O13= 0.984*PWB, Errorvar. = 0.64, R^2 = 0.51 (0.085) C.R. = 11.53, we can interpret above model as the PWB differs by one unit, O13 differs by 0.984 units, on average. Error variances are the portions of variance in each measurement that do not

covary with the latent factor. Error variances can indicate "good" and "bad" measures of a latent factor. Error variance should be small and uncorrelated. Error variance value should be as small as possible. 51% shows that the model explains the variability of the response data around its mean. The aforementioned model can be rewritten for each O12,....., O42. (If it is necessary). The estimates of the structural equation model are shown in the table. The strength of the relationship between exogenous (independent) and endogenous (dependent) latent variables is determined by R^2, Beta values, and significance levels. In table 21we can see included items in the SEM results of R^2, beta values, and significance levels.

Table 21: Included items in the SEM results ofR^2, Beta values and significance levels

Constructs and items	**Factor loading**	R^2
The psychological well-being survey items (PWB)(α=0.879)		
"I lead a purposeful life "	0.776	0.349
"I am competent in the activities that are important to me"	0.825	0.348
"I am interested in my daily activities"	0.968	0.473
"I live a good life"	0.968	0.483
"I lead a meaningful life"	0.744	0.524
"I am interested in my daily activities "	1	0.51
Utrecht Work Engagement Scale survey items (α=0.918)		
"When I get up in the morning, I feel like going to work"	0.992	0.694
"My job inspires me"	1	0.861
"I am proud of the work that I do "	0.776	0.664
"I am enthusiastic about my job"	0.98	0.821
"I feel happy when I am working intensely"	0.898	0.468
Innovative Work Behavior Survey Items (α=0.874)		
"Search out new working methods, techniques, or instruments"	0.874	0.795
"Mobilize support for innovative ideas and solutions"	1	0.795
"Transform innovative ideas into useful applications by implementing plans and activities"	0.925	0.734
Perceived Organizational Support (POS) survey items (α=0.918)		
"My organization cares about my opinions"	0.743	0.505
"Help is available from my organization when I have a problem"	0.825	0.568
"My organization strongly considers my goals and values"	0.968	0.737

"My organization really cares about my well-being"	0.968	0.763
"My organization is willing to help me if I need a special favor"	0.744	0.646
"My organization tries to make my job as interesting as possible"	1	0.662
Interpersonal Conflict Survey Items (α=0.792)		
"How often are people rude to you at work? "	1	0.674
"How often do other people do nasty things to you at work? "	0.885	0.717

3.5.3.1. Structural Equations

Table 22: Dependent and Independent Variables Structural Equation

Dependent\Independent	PWB	EE	IWB	POS	IPC	R^2
EE	0.499			0.451	0.157	0.518
IWB	0.597	0.118		0.127	-0.234	0.378

To sum it all up, as it is seen in table 22, EE has a strong correlation with POS (0.451), PWB (0.499), and has small effect correlation (0.157), but significant relationships with IPC. When employees feel engaged at work they reported high levels of PWB, POS, and experienced small effect correlation with IPC. Additionally, PWB had significant positive relations with IWB (0.597).

The result of R^2 in table 22 also shows that 51.8% of the variation of the employee engagement (EE) dependent variable is explained by perceived organizational support (PWB), innovative work behavior (IWB), perceived organizational support (POS) and interpersonal work conflict (IPC) variables. The higher this rate, the closer it is to 1, the better. According to Cohen, J. (1988) the value of endogenous latent variable R^2 should be higher than 0.26.

The result of R^2, 37.8% of the variation of IWB dependent variable is explained by PWB, EE, IWB, POS and IPC variables. When looking at this model, the EE variable is most affected by the PWB (H_3) variable. Then the POS affects the EE (H_2). The least influential variable is IPC. The model coefficient and R^2 value support this interpretation. The IWB variable is most affected by the PWB (H_7) variable. When one unit increase in the PWB variable, the IWB increases by 0.597 units. The IWB variable is affected

negatively by the IPC variable (H_5). As the IPC value of the person increases, the IWB value is adversely affected (H_1). The IWB variable is also positively affected by the EE variable (H_4). The IWB variant is also positively affected by the POS variable. When there is a unit increase in the POS variable, there is an increase of 0.127 (H_6) in the IWB variable. In table 23 estimates of Standart Errors (S.E.) and Critical Ratios (C.R.) gathered from AMOS program for employee engagement and innovative work behavior are listed. They estimate the correlations among latent variables.

Table 23: Estimates of S.E. and C.R.

	EE			IWB			
	PWB	POS	IPC	PWB	EE	POS	IPC
S.E.	0.086	0.051	0.092	0.093	0.057	0.054	0.090
C.R.	5.809	8.804	1.708	6.439	2.063	2.357	-2.589

In table 24, as seen in the goodness-of-fit measures for SEM, the chi-square of estimated model is at 711.872 which has the lowest among all the other models that are tested.

Table 24: Goodness-of-Fit Measures for SEM

AMOS Provided Measures	
Chi-square of estimated Model	711.872
Degrees of Freedom	220
Significance Level	0
Chi-square/degrees of freedom (CMIN/DF)	3.235
Goodness-of-fit Index (GFI)	0.866
Root Mean Square Error of Approximation (RSMEA) P-value of close fit (RMSEA<0.05)	0.073
Adjusted-Goodness-of-Fit Index (AGFI)	0.832
Normed Fit Index (NFI)	0.887
Comparative Fit Index (CFI)	0.918
Incremental Fit Index (IFI)	0.919

Also, in table 25, the two statistic indices that explained the hypothesized model fit are χ^2 = 711.872 with a-value of 0.00 which indicates a non-significant result, and RMSEA with a value of 0.073<0.80 in the range of acceptable fit. Since GFI 0.866, AGFI 0.832, Normed Fit Index (NFI) 0.887, CFI 0.918, IFI 0.919 (These values must be greater

than 0.90 for good fit for model), and, RSMEA=0.073 (These values must be less than 0.05 for good fit model, but if RMSEA is less than 0.08, hence model fit is acceptable.) As it can be seen in table 25 chi-square is much lower than the CFA of the first iteration and so are D.O.F., CFI, and RMSEA.

Table 25: Compareindices of CFA of First Iteration and Hypothesized Model

	Chi-square	D.O.F	CFI	RMSEA
CFA of First Iteration	2642.99	809	0.817	0.074
Hypothesized Model	711.872	220	0.918	0.073

Based on the results it can be said that the hypothesis model is the fittest model among the alternative models. The smaller the chi-square, the better the model fit.

3.6. HYPOTHESES TESTING FOR STRUCTURAL MODEL

H_1: Perceived organizational support is positively related to employee engagement. Supported

In order to test seven hypotheses of direct relationship standardized β estimates of the modified model is taken from AMOS analysis. The first hypothesis assesses the positive relationship between POS and EE among a sample of Turkish employees. The result of β estimates in SEM reveals that, when controlling other predictors in the model, EE significantly and positively associated with POS at work (β= 499, p<0.001).Results have shown that when employees feel cared and supported by their organization and receive a higher degree of POS they feel engaged. There is a strong relationship between the variables of interest.

H_2: Psychological wellbeing is positively related to employee engagement. Supported

Also, the result of β estimates shows that EE significantly and positively associated with PWB (β=.451, p<0.001). Previous research evidence by May et al., 2004 also has

shown that the emotional experiences and wellbeing is related to EE. Therefore hypothesis 1 and 2 were supported.

H_3: Interpersonal conflict at work is negatively related to employee engagement. Not Supported

The third hypothesis assesses the negative relationship between IPC and EE among a sample of Turkish employees. The result of β estimates in SEM reveals that, when controlling other predictors in the model, EE significantly and positively associated IPC (β= .157, p<0.001), therefore hypotheses 3 is not supported IPC is a factor for employees' exhaustion of his mental and physical resources, and IPC is taken as job demand. Even though it has been expected job demands to be in negatively related to EE, the interpersonal conflict has not reported a negative relationship with EE. Results have shown a weak but positive relationship with EE. This result contradicts the general idea of job demands being in a negative relationship with EE. But this result is not unexpected considering one of the hypotheses of JD-R states that when specific job resources and demands taken together it can create engagement. There are still many undiscovered abundances of resources and demands combination in the study field of EE (Bakker and Demerouti, 2007; Braine and Roodt, 2011).

H_4: Employee engagement is positively related to innovative work behavior. Supported

The result of β estimates in SEM also reveals the positive relationship between EE and IWB behavior (β=.118, p<0.001), therefore hypotheses 4 is supported.

H_5: Interpersonal conflict at work is negatively related to innovative work behavior. Supported

Hypothesis 5 assesses the negative relationship with interpersonal conflict and innovative work behavior among a sample of Turkish employees and results of β estimates in SEM reveals that, when controlling other predictors in the model, innovative work behavior significantly and negatively associated interpersonal conflict (β= -234,

p<0.001).Interpersonal conflict can put the employee in an emotional stress, therefore, it is considered as an emotional demand and negatively related to innovative work behavior (Peeters et al. 2005).

H_6: Perceived organizational support is positively related to innovative work behavior. Supported

Hypothesis 6 assesses the positive relationship between POS and IWB. The result of β estimates in SEM reveals that POS and IWB are significantly and positively associated with each other (β= .127, p<0.001).

H_7: Psychological well-being is positively related innovative work behavior. Supported

Hypothesis H_7 assesses the positive relationship between psychological wellbeing and IWB. The result of β estimates in SEM reveals that PWB significantly and positively associated IWB (β= .597, p<0.001).

3.7. TESTING OF SIMPLE MEDIATION HYPOTHESIS: HYPOTHESIS 8

After testing the assumptions of violation and testing the direct hypothesis, the hypothesis related to simple meditation is evaluated. Simple mediation relationship happens when independent variable (X) make a difference in the dependent variable (Y) through a mediator (M). The simple mediation hypothesis in this dissertation is tested using the bootstrapping approach. It is a nonparametric method for assigning measures of accuracy to sample estimates (Garson, 2011). This dissertation aims to meet three conditions that are needed to establish mediation. First three antecedent variables of interpersonal conflict, psychological well-being and perceived organizational support relations to employee engagement are stated. Then the mediator, employee engagement relation to dependent, outcome variable of innovative work behavior is established. Third, a significant relation will be researched between antecedents of employee engagement and consequences of EE to see whether there is a partial or full meditation when controlling for the mediator (Baron and Kenny, 1986; Saks, 2006).

There are several studies highlights the mediated effects played by employee engagement in the relationship between job resources, demands, and type of extra role work behaviors (Bakker et al. 2010; Sulea et al. 2012, Richardson et al. 2006). Hypothesis 8 states that EE mediates the relationship between interpersonal conflict, perceived organizational support, psychological well-being and innovative work behavior. In order to test this hypothesis, the total effect of IPC, POS, PWB, IWB the indirect effect of IPC, POS, PWB, IWB controlling to EE also needs to be verified.

Table 26: Testing of Simple Mediation -Goodness-of-Fit Measures for SEM

Goodness-of-Fit Measures for SEM	Without Mediator EE	With Mediator EE
AMOS-Provided Measures		
Chi-square of estimated Model	488.044	711.872
Degrees of Freedom	129	220
Significance Level	0	0
Chi-square/degrees of freedom (CMIN/DF)	3.783	3.236
Goodness-of-fit Index (GFI)	0.878	0.866
Root Mean Square Error of Approximation (RSMEA)	0.082	0.078
P-value of close fit (RMSEA<0.05)		
Adjusted-Goodness-of-Fit Index (AGFI)	0.838	0.832
Normed Fit Index (NFI)	0.884	0.887
Comparative Fit Index (CFI)	0.912	0.918
Incremental Fit Index (IFI)	0.912	0.919

Table 27: Testing of Simple Meditation

DIRECT EFFECT WITHOUT MEDIATOR				DIRECT EFFECT WITH MEDIATOR			
	Loadings	P-value			Loadings	P-value	
IPC --->IWB	-0.13	0.018	Significant	IPC-EE--->IWB	-0.143	0.01	Significant
POS--->IWB	0.229	N/A	Insignificant	POS-EE--->IWB	0.161	0.018	Significant
PWB--->IWB	0.49	N/A	Insignificant	PWB-EE--->IWB	0.445	N/A	Insignificant
R^2 =0.368				R^2 =0.378			

As we can see in table 27, direct effect of EE, accounts for a significant amount of variance in IWB, but the total effect IPC on IWB remains significant therefore a partial mediation relationship is indicated. The path remains significant with or without EE. We can say that EE is partially mediator for IWB and IPC.

There is a suppressor variable effect of employee engagement on POS and IWB because EE increases the predictive validity of POS and innovative work behavior by its inclusion.

There is no mediation relationship between PWB and IWB with or without controlling EE. Therefore, we can state EE is not a mediator for psychological wellbeing and innovative work behavior and there is no mediation.

3.8. BOOTSTRAPPING

The bootstrapping approach is prominent and more powerful method than the casual-steps approach which has a low capacity to identify the mediation effect and has the ability to openly quantify the scale of the mediation effect. The bootstrapping approach is based on a random resampling of the original data set to create new samples of the same size and should be the method of choice in mediation analysis (Hayes, 2009). The value of this method is that it does not impose the assumption of normality on the statistical distribution of the sample and it can apply to small maples with confidence. The simple mediation hypothesis is tested using the bootstrapping method available in AMOS. For inference about the indirect effects of this hypothesis, this bootstrapping procedure in AMOS is used to perform with 5000 resamples. Statistical significance for the indirect effect is determined from 95% bias-corrected confidence interval's bias and accelerated confidence intervals for the relative indirect effects (Hayes, 2009).

In table 28 we can see unstandardized beta coefficients and significance levels of 5000 samples.

Table 28: Unstandardized Beta Coefficients and Significance Levels of 5000 Samples

		Beta coefficients	S.E.	P-value	Mean	Bias	Lower Bound of Mean	Upper Bound of Mean	Two-tailed significance p-value
EE	PWB	0.499	0.086	Significant	0.504	0.005	0.274	0.75	0.012
	POS	0.451	0.051	Significant	0.45	-0.001	0.354	0.555	0.008

	IPC	**0.157**	**0.092**	**Insignificant**	0.166	0.009	-0.045	0.293	0.214
	PWB	0.597	0.093	Significant	0.612	0.015	0.401	0.869	0.011
	POS	0.127	0.054	Significant	0.127	0.000	0.023	0.235	0.026
IWB	IPC	-0.234	0.09	Significant	-0.228	0.006	-0.460	-0.08	0.027
	EE	0.118	0.057	Significant	0.116	-0.003	-0.022	0.241	0.147

R^2 and Significance Levels of 5000 Samples

		R^2	S.E.	T-statistics	P-value	Mean of R_square	Bias	Lower Bound of R_sq	Upper Bound of R_sq	P-value
EE	PWB+POS+IPC	0.518	0.050	10.36	Significant	0.524	0.006	0.407	0.59	0.030
IWB	PWB+POS+IPC+EE	0.378	0.053	7.13	Significant	0.388	0.011	0.282	0.452	0.032

We look at the relationships between variables to examine their beta coefficients and standard error and p-value. After performing the analysis with 5000 resamples we can estimate the beta coefficients and the standard error. As the results are shown in table 28 all relationships are at significance p-value except the relationship between EE and IPC.

When we examine the mean values in table 28, for the relationship between EE and PWB the mean value is at 0.504 and it is very close to the value of the beta coefficient, which gives us a desirable low score of 0.005 bias values. Again, the highest bias value belongs to the relationship between interpersonal conflict and employee engagement. Which is insignificant according to bootstrap results,

As it is shown in table 28, when the data is resampled 5000 times, it has resulted with the R^2 value of 0.518 and 0.378, which are the same values we received with SEM analysis supporting a significant relationship among variables.

The correlational analysis is performed as a quantitative method on 8 hypotheses, with all 7 accepted. Results of this study have partially supported the hypotheses proposed in this dissertation. These results have indicated strong support for the employee engagement framework presented in chapter one. Chapter four discusses the results and implications of these findings for research, theory, and practice.

CHAPTER FOUR
CONCLUSION

This chapter presents a general view of the purpose and hypothesizes of the dissertation. Findings of each hypothesis described in detail how the findings addressed the aim of the research. The following section outlines the academic contributions and theoretical implications of the study. The last section presents potential limitations of the research and suggestions for future studies of the subject.

The main purpose of the research is to establish and test a conceptual model that explains the relationship between IPC, PWB, POS, IWB, and EE. This research investigates all these variables simultaneously and within the Turkish business context. The dissertation as it is discussed in chapter one aims to empirically examine the relationship between variables and test a mediating model that employee engagement could explain the relationship between the antecedents and the outcome variables of innovative work behavior in a sample of Turkish employees.

Chapter four starts with the discussion of the significant findings of the dissertation followed by implications of current practices and theory and recommendation for the future studies for practitioners ends with conclusions.

4.1. DISCUSSION

EE is as "a distinct and unique construct consisting of cognitive, emotional, and behavioral components associated with individual role performance" (Saks, 2006). As there is still a conceptual misperception with regard to the definition of EE, there are different terms used and labels are used interchangeably. Especially translating into the Turkish language there is more confusion with terminology. Examining the term in Turkish business context elaborates on the meaning and understanding of it even further. This dissertation has examined the role of employee engagement as a mediator linking antecedents with outcome variable of innovative work behavior. Employee's perceptions of the antecedents' variables are hypothesized as antecedents of employee engagement.

Further, the influence of EE on a work outcome of IWB has been investigated. Recent studies on EE indicate many benefits of having an engaged workforce such as low rate of absenteeism, fewer accidents on the job (Wagner et al. 2006), higher customer satisfaction rating scales, and being more productive (Buckingham et al. 1999; Vance, 2006). Despite having the benefits of having an engaged workforce and the increased studies and organization strategies, there is still a need for further research both in academic and practitioner world on the subject of employee engagement and its antecedents. The theoretical framework for the study was based on the SET and the JD-R Model. In Figure 6, a framework is being proposed in this dissertation suggesting that when an employee is been treated unfairly at work he/she may reduce their work efforts intentionally and overall the quality of their work diminishes unit effectiveness (interpersonal work conflict: Laschinger et al. 2009), and when an employee experiences positive feelings at work, it increases the level of engagement (psychological well-being; May et al. 2004), and when an employee feels their wellbeing is taken care, as a result, they invest themselves fully into their work roles (perceived organizational support; Edmondson, 1999; Kahn, 1990). Based on the previous studies and examination of EE it is assumed that when employees feel engaged in their work that could result in the positive outcome variables such as innovative work behavior.

This dissertation has taken an integrative approach and examined both perceived organizational support; as job resources and psychological well-being as, personal resources together in JD-R model. This dissertation has also explored how job demands and resources together influence employee engagement. Although there aren't enough theoretical arguments and studies that show the relationship between employee engagement and personal resources, this dissertation has further explored psychological well-being as personal resources in the JD-R model.

This dissertation only has examined the motivational process of JD-R model. There are only a few other examples that researched the effect of job resources and demand on the motivational process of the JD-R model of employee engagement with different antecedents' variables (Hakanen et al. 2007; Bakker et al. 2005). This dissertation has explored how job demands and resources together influence employee engagement. It

could be interpreted from these results that it is the presence of high job resources such as psychological well-being and perceived organizational support that stimulates employee engagement and allows employees to be innovative at work regardless of their perception of the interpersonal conflict. The antecedents were chosen with the consideration of Turkish cultural and business climate factors. From a cultural aspect, Turkey is characterized by high levels of uncertainty avoidance where risk-taking is not favored which may affect innovative work behavior. From a relationship aspect, Turkey is considered a hierarchical society where management style is paternalistic. Examining interpersonal conflict may shed some light on how employees feel about each other at the workplace. From an organization, aspect perceived organizational support was examined to how much employees' wellbeing affects EE. And from personal resources aspect, psychological well-being was chosen to explore the role of personal resources in the development of employee engagement.

JD-R Model holds the notion that many different arrangements of specific job resources and demands can determine the level of employee engagement and serve as a motivational variable (Bakker and Demerouti, 2007). There are three previous studies that used both job resources and demands together to predict employee engagement (Bakker et al. 2007; Simbula et al. 2012; Hakanen et al. 2005). These findings are clear evidence that when there are high job resources available employees still can thrive in the presence of job demands. These findings also support the DISC model set up by de Jonge and Dormann (2003) as the model states that job demands are naturalized by job resources (cognitive, emotional or physical state) when they belong to the same domain. For example, when POS is high employees may be more willing to solve the interpersonal conflict.

The aim of this dissertation is to examine the JD-R model of employee engagement around the set hypothesizes and explore the relationships of the antecedent and outcome variables and add value to the academic literature with the contribution of the results. First, the study has examined employee engagement and its relations with antecedent variables then the relation of employee engagement with outcome variable of innovative work

behavior and last the sequential mediation role of employee engagement. To examine these goals of the study eight research hypotheses are set.

Results of this dissertation confirmed a positive relationship between POS and EE meaning when employees feel cared and valued the expectation of EE at workplace increases. The results also apply for IWB, meaning innovative work behavior increases when employees feel valued and cared by their organization. Bhatnagar, (2012) study also supports and indicates that social support has strong predictive power on innovation. The results show the even higher relationship between PWB and EE and IWB. This shows that personal resources are very vital in increasing both employee engagement and innovative work behavior. In this dissertation there was one unexpected result of the positive correlation between interpersonal conflict and employee engagement. Interpersonal conflict has shown weak but positive correlation with employee engagement meaning with the right amount of resources given, employees still feel engaged regardless of their perception of the interpersonal conflict.

Based on one of JD-R hypothesis different combinations of specific job resources and demands can determine the level of EE. Findings of this dissertation show clear evidence that when there is a high job and personal resources available employees still can thrive in the presence of interpersonal conflict. The correlation of interpersonal conflict and innovative work behavior has resulted in the negative relationship as it was expected. Meaning when employees have conflict in their relationship at the workplace, it affects their innovativeness negatively. A study supports that personal conflict is in a negative relationship with creative work behavior and innovation at the workplace (Gichohi, 2014). This serves as a clear indication of that innovative work behavior needs to be examined further to see what other variables may affect it positively or negatively.

The correlation between employee engagement and IWB was found positive meaning when employees are feeling engaged that effects of the increase in IWB. Considering innovation has become an important topic in the world of technology it plays an important role in both developed and developing countries. Therefore, innovative work behavior was chosen as an outcome variable. There are studies that show intrinsic motivation and social support have predictive power on IWB (Yuan et al. 2010). It is still

not clear in terms of how and why different antecedents affect innovative work behavior and especially there is no a study in Turkish business context that has examined the direct relationship to employee engagement.

As reported in the dissertation, IPC, PWB, POS can influence innovative work behavior indirectly through employee engagement. This study also has presented an understanding of the underlying mechanism by which EE is related to outcome variable of innovative work behavior.

4.2. CONTRIBUTION TO THE LITERATURE

This dissertation built an empirically supported and evidentially based JD-R model that uniquely integrates perceived organizational support, interpersonal conflict, psychological wellbeing, innovative work behavior, and employee engagement in answer to call for a more comprehensive understanding of antecedents and consequences of EE. This dissertation sheds light on the antecedents of employee engagement and innovative work behavior from the motivational perspective. There are some possible implications of this study for researchers. This dissertation is among the first to investigate the direct influence of interpersonal conflict, psychological well-being, POS on EE among a various sample in the Turkish business context.

In this dissertation interpersonal conflict was chosen as antecedents of employee engagement in JD-R model. As far as interpersonal conflict goes it has been known to create a stressful environment at work. And in the literature, there are two types of job demands listed as challenges and as hindrances (Bakker and Sanz-Vergel, 2013; Lepine et al. 2005). From a general point of view, it is considered as hindrance and demand but one of the JD-R model hypothesis states that combination of the certain type of demands and resources may serve as a motivational factor (Bakker and Demerouti, 2007). Although some studies have confirmed that IPC has been associated with negative workplace outcomes such as increased burnout and decreased job performance (Sliter et al. 2011), this dissertation hasn't found any significant negative relationship between EE and IPC. There are also few other studies examined and found that job demands can make an employee feel engaged (Llorens et al. 2006; Mauno et al. 2007; Schaufeli and Bakker

2004). As DISC model Jonge and Dormann (2003) also support it when employees feel valued and taken cared by their organization they are more willing to be solution oriented and solve conflicts and feel engaged in their work. The results clearly show that interpersonal conflict needs to further examine with other antecedents to understand its function better.

Innovative work behavior has been chosen as outcome variable from a motivational approach. There is a need to explore how motivational reasons function with other variables to influence innovative work behavior. For example, companies can come up with strategies to increase employee engagement, perceived organizational support and psychological wellbeing to increase innovative work behavior. Also, this dissertation stimulates the cultural differences in innovation considering Turkish culture there are high levels of uncertainty avoidance where people avoid taking risks (Hofstede, 2001). Innovative work behavior can create changes in the organization. Turkish economy showing potential growth in a long run and with the importance of innovation and this dissertation aims to examine the factors playing role in innovative work behavior. Different variables may have impact innovation for employees from different cultures. The certain relationship between some of the antecedents and outcome variables may vary across different cultures. For example, in Turkish culture social expectations, reputation, organizational climate, employees' well-being and interpersonal relationships are more important and may affect innovative work behavior. As Hofstede (2001) has characterized Turkey with high levels of uncertainty avoidance, that can be r related to stress and job demands. There is greater effort to uncover the factors that encourage employees to innovate (Janssen, 2000; Yuan et al. 2010). This dissertation has extended existing literature by showing that EE has a positive relationship with innovative work behavior.

Personal resources have been added as an extension to JD-R model by Xanthopoulou et al. (2007) in predicting employee engagement and exhaustion. Since then there aren't enough theoretical arguments that show the relationship between EE and personal resources. In this dissertation psychological well-being has taken to explore the role of personal resources in the development of EE. People feel stressed when they feel and believe they are out of personal resources to deal with stressful events. And as Luthans

and Jensen (2009) has suggested personal resources may be the key to understand in perceived symptoms of stress. Prior researchers have examined the personal resources (Bakker et al. 2010; Sulea, 2012; Hobfoll et al. 2003) and supported the importance of personal resources and this dissertation has aimed to further investigate personal resources within the job demand resource model.

In this dissertation, EE is taken as a mediator to see whether it mediates between chosen antecedent variables and the dependent variable. There have been prior studies done in Turkey related to the subject of EE. In prior research, the relations between POS and EE have been examined through a mediator of supervisor support (İnce, 2016). In this dissertation, POS relations to innovative work behavior through employee engagement has been investigated. And the type of conflict' work-to-family conflict has been examined as a mediator to investigate the relations between EE and workload and time flexibility. But in this dissertation, IPC direct relationship to employee engagement and innovative work behavior has been examined. And in a study employee engagement has been a predictor of subjective well-being (Doğan et al. 2014), but this dissertation examined whether a psychological well-being can predict innovative work behavior through employee engagement.

This dissertation has extended the existing fragmented research in the area of EE replication and empirically testing the nature of this relationship between psychological well-being, and perceived organizational support and EE.

This study also contributes to the previous academic calls to explore the role of EE as a linking process between POS. interpersonal, conflict, psychological well-being, and innovative work behavior.

This dissertation has also directed more attention to provide valuable insights for the EE literature especially understanding of the mediator effect of EE between a set of antecedents and consequences. Consistent with the proposed hypothesis, employee engagement positively mediates the relationship between POS, interpersonal conflict, psychological well-being, and innovative work behavior. This study has added value to the employee engagement literature by emphasizing previous studies to advance the

understanding of this emergent concept and by including potential antecedents and consequence covering EE in the evidence-based model presented.

In summary key, academic contributions of this study have informed an enhanced understanding of the role of employee engagement among a set of antecedents and consequences. With the proposed relationships in the framework of job resource model, the dissertation provides researchers with evidence-based results that extend the existing literature to better explain the role of EE.

This dissertation has shed some light on the idea of EE as an important organizational variable and draws attention to innovative work behavior as an outcome variable. Higher levels of employee engagement are related to a variety of positive work related outcomes and business should find ways to promote higher EE practices among their employees.

Findings of the dissertation let the suggestion of few practical applications. Suggestion to encourage organizations to enhance psychological wellbeing to foster positive feelings in the work environment. Increase employees' effort and dedication by utilizing perceived organizational support in the workplace, taking care employee's wellbeing. And consider employee engagement as an important organizational strategy to positively influence on employee creativity at the workplace.

4.3. LIMITATIONS

There are several opportunities lay within the findings and limitations of this dissertation for future research. First of all, the dissertation is limited to only five industry group chosen within the city of Izmir. Further studies of the subject can expand into other business sectors and corporations in Turkey. The dissertation is limited to a previously identified sample population of the organizations which caused the value of the study to be reduced. And the accuracy of the respondents may have also affected the quality of the results. The demographic results of the dissertation may indicate a further research potential. For example, in the dissertation age group in the study together 20-29 group and 30-39 group represents approximately 73% of the entire surveyed organization which is a

significant part of the survey population. The future study may focus on the age categories beyond age 40 and up to measure employee engagement for future study opportunities.

Another limitation is the acquire responses for variables are generated from the perceptions of the respondents. The study is designed to minimize the opportunities by using CFA test for discriminant validity and goodness of fit indices, it is still possible that employees may have answered in the manner favoring social desirable behaviors because they may expect negative consequences from their negative responses. So, based on these limitations, it would be valuable for future studies to further validate the results of this study using various methodological approaches to generate answers from multiple sources. By doing this the internal validity of the results would enhance and the potential for social desirability bias would be reduced.

Another limitation of this dissertation pertained to the positive and negative wording of items in the survey. Even though scales have been validated in the Turkish language context, the use of different item wording in the scale have could minimize high response bias and acquiescent bias. Furthermore, by including a mix of both positive and negative items, participants are forced to consider the question and provide a more meaningful answer. Since the positive and negative items have been mixed respondents may not be sure whether they understood the question or not.

Other limitations of the dissertation are the effect of economic conditions, other external factors such as recent promotion, salary increase and personality related factors that may have an impact on the growth of employee engagement. Examining these would be outside of the scope of this particular study. The heterogeneous sample population is taken only in Izmir, Turkey, therefore, the extent of a survey given to certain companies has been limited. Although the study has contributed significantly to existing literature, the limitations of this dissertation are recognized and they have let to future research recommendation.

4.4. RECOMMENDATION FOR FUTURE RESEARCH

The focus of the future research can be the relations in the model by clarifying whether other possible variables influence the relationship between psychological well-being and interpersonal conflict, POS, EE, and IWB. Extending the model, future research can incorporate the antecedents as mediators and use them to further exploration of the mechanism in the EE and innovative work behavior link. It would also be beneficial to include other variables such as personal differences, trust, personal environment fit, fairness at workplace, recognition and organizational culture and employee value proposition as moderators of employee engagement and innovative work behavior (Hewitt, 2015). Also, by using any of these variables in the further development of the model should create a better understanding of the relationship between employee engagement and innovative work behavior.

This research is conducted in Turkey business context; therefore, the results of the present study should be validated in other countries to provide greater rigor to the findings of the study. It would be worthwhile to validate the findings of this study in a multicultural context that doesn't share similar basic characteristics, such as in Turkey. For example, new topics for future might be revalidating the UWES-9 in a multicultural context, using EE as a hypothesized mediator between POS, PWB IPC and innovative work behavior in multicultural context. There can be a comparative study of EE between Turkey and other countries as cross-cultural investigation.

This dissertation was based on cross-sectional data. A longitudinal study can be employed to better understand whether the employee engagement levels changes over periods of time. Chosen employees from the given industries can be examined over a year or two years period. Also, by identifying certain single scale survey questions that have strong relationships with antecedent variables and outcome variable, more accurate measure of EE can be developed to create predictive models of employee engagement.

Considering this dissertation utilized motivational process of JD-R model to examine how job resources and demands together to predict EE, in future studies the dual process of JD-R model can be applied to examine the relationship among set antecedents.

As we can see in Figure 1 there are both motivational and negative health impairment processes operate within the JD-R model. Some studies Hakanen et al. (2007), Bakker et al. (2005) only examined the motivational process, and other studies such as Rothmann and Essenko (2007) and Knudsen et al., (2009) focused on burnout to examine the impairment process of the JD-R model and other studies Menguc et al. 2013; Bakker and Demerouti, 2007; Demerouti et al. 2001, utilized both process within the same JD-R model. A recent study has examined intersection of engagement and burnout level with a set of job demands and resources and results shown that some demands were related with employee engagement (Moeller et al. 2018). The heuristic use of JD-R model allows researchers to be flexible in operating either motivational or impairment process or applying both processes together. In future variations of the empirical framework can be developed among the five variables where antecedent may have taken as the outcome variable such as moving interpersonal conflict from an antecedent to a consequence. Also examining intersection of engagement and burnout level with the same combinations of job demands, job resources and personal resources.

The aim of this dissertation was to research the interplay between job resources of POS, personal resources of PWB and job demands of IPC by using the framework of JD-R model. Since the empirical studies of three combinations are lacking this dissertation has aimed to employ combinations of job demands, job resources and personal resources and their relationship with the outcome variable of innovative work behavior. Future research should take the form of three-way interactions of job resources, job demands, and personal resources to examine the motivational potential to see whether it leads to high employee engagement. Being engaged at work results in important work-related outcomes and informs practical implications for employees. As discussed in this chapter, given the innovative work behavior is a potential indicator for increasing productivity, organizations that plan to establish effective changes in their organizations should implement work-based programs and other interventions that facilitate EE at work. Organizations should design jobs that are exciting and making employees involved and motivated. To achieve this, management needs to understand the opinions and communicate with employees at all level of organization. This can be done by providing improved communication and

more detailed explanations through structured meetings between all levels of management and employees.

4.5. CONCLUSION

This dissertation has utilized CFA, and SEM as multiple statistical methods to validate the JD-R model of EE presented in figure 2. This dissertation focused on better understudying of the EE at the individual and organizational level as it is covered in chapter one and in chapter four try to explain how it can use for implementing effective organizational strategies. Critical employee engagement issues such as individual and organizational factors that can enhance the current level of engagement and the positive impact of high level of EE on creativity and profitability in both short and long-term should be discussed.

The strong relations between employee engagement and innovative work behavior has important managerial implications regarding employees that perform at a high level are positive, dedicated and less stress, exhibit innovative work behavior. As it has highlighted in chapter one, employees that feel free to express innovative ideas and behavior also have a more harmonious relationship with coworkers, express their authentic selves, manifest personal growth and obtain job satisfaction and achieve higher performance in the workplace (West et al. 1996).

There have been numerous literature survey studies on perceived organizational support over the years and it is found that it is largely influenced by supervisor and coworker support, justice, and growth opportunities, and it is evident that perceived organizational support significantly influences employee engagement (Ahmed et al. 2015). So, it is essential to part of effective human resource management strategy to manage employee's experiences of work because the focus on job factors can help to figure out the needs of employees and make the job feel more valuable to them. Organizations can focus on the areas of the job that are weak and needs improving. Organizations should change work methods and adopt into supporting employees' wellbeing and expand their responsibility based on their feelings about work.

In conclusion, this dissertation uniquely synthesizes POS, PWB, IPC and employee engagement conceptualizations to further build and tests the proposed framework of JD-R model with a specific focus on the impact of EE on IWB. It also explicates the role of employee engagement as a mediating mechanism. The development of this model is initially motivated by call in the literature concerning EE, POS, PWB, IPC and innovative work behavior.

The results of data analysis have revealed substantial evidence that EE directly enhances employee's level of innovativeness. This study further enhances the significance and utility of the relations between psychological well-being and interpersonal conflict, POS and IWB by highlighting the mechanism of employee engagement.

The results of this dissertation have partially confirmed the relationship in the proposed model. The dissertation has shown how job and personal sources and employee engagement relates to each other at the workplace and the mediation effect of employee engagement on the work-related outcomes. Presented results and framework of JD-R model of employee engagement in the dissertation have provided practical outcomes for academic world and organizations.

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APPENDICES

APPENDIX 1

Empirical Studies and Theoretical Frameworks of the Antecedents and Outcomes of Employee Engagement in the General Context

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Kahn (1990)	In-depth interviews of two samples from 16 employees of the architectural firm and summer camp	Kahn(1990) personal engagement framework	The study identified three psychological conditions – 'meaningfulness, safety, and availability' for role performances.
May et al.(2004)	Cross-sectional survey design among 213 employees of insurance firm utilizing questionnaire, SEM	Based on Kahn (1990) framework. Investigate as determinants and the mediator role of "meaningfulness, safety, and availability""	Meaningfulness showed the strongest relation to engagement. Psychological safety was a mediator on job role fit & job enrichment and engagement relations.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Harter et al. (2002)	The research was among 5 different industry types of 36 independent companies with 7939 sample size using meta-analysis.	The study looked at the business unit level between the employee engagement satisfaction and business unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents.	In this study, generalizable relationships were found between unit-level employee engagement and the 5 organizational outcomes: profitability, productivity, customer satisfaction, employee safety and turnover.
Schaufeli et al. (2004)	A cross-sectional survey among 1698 employees. Used structural equation modeling.	To test burnout and employee engagement as separate models. Engagement has different predictors and consequences.	Burnout and employee engagement are in negative relations. Job demands and lack of job resources are burnout predictors Job resources are employee engagement predictors
Hakanen et al. (2005)	919 finish dentists employing questionnaire .Use hierarchical regression analysis.	Study examined job demands, resources, and employee engagement relationships.	The key findings of the study indicated that work resources and engagement inthepositive relationship.
Laschinger and Finegan (2005)	Cross-sectional survey design. 285 registered nurses Used structural equation modeling.	Researchers used a model that linked structural empowerment to the six division of work life that promotes employee engagement & nurses physical and mental health.	Empowerment has indirect effects on burnout/work engagement Study shown that emotional exhaustion and depressive mood in positive relations energy level in negative and physical symptoms in moderate) relations.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Cho et al.(2006)	Cross-sectional survey design. 226 new graduate nurses employed in acute care areas in a hospital setting. Utilized SEM for data analysis.	Perceptions of structural empowerment six division of work life to employee engagement/burnout and organizational commitment relation.	Direct relationship structural empowerment and the areas of work life and emotional exhaustion. Direct negative effect emotional exhaustion on commitment.
Koyuncu et al. (2006)	Cross-sectional survey design among 286 women at Turkish bank. Hierarchical regression analysis was used.	Potential antecedents and consequences of employee engagement.	Control, value fit, rewards, recognition, and rewards were a predictor of employee engagement. Personal characteristics did not predict employee engagement. EE predicted psychological well-being. Intent-to-quit, and job satisfaction.
Saija Mauno et al. (2007)	Cross-sectional survey design among 409 Finnish healthcare personnel. 2-year longitudinal design in the year 2003 and 2005 was used. Multivariate tests used.	The study examined the predictive effects of multiple job demands and resources on employee engagement over time and to see if they supported the hypothesis of job resources played a role in the development of engagement.	Study findings underline the need for longitudinal designs with different time lags and different occupational groups in future explorations of employee engagement.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Olivier et al. (2007)	A cross-sectional survey stratified random samples of 171 employees in a multinational oil company. Multiple regression analyses were used.	Investigated the antecedents of work engagement.	The results confirmed that psychological meaningfulness and psychological availability were significant predictors of work engagement.
Hakenen et al. (2008)	The longitudinal study sample is taken from 2555 Finnish dentists and structural equation modeling was used.	Tested longitudinally the motivational and health impairment processes. Used job demands-resources model. Explain simultaneously the wellbeing and bad health of employees, and the related antecedents and consequences.	Results suggest that the motivational and health impairment processes assumed in the JD-R model.
Halbesleben et al. (2008)	Cross-sectional survey design among 350 Jordanian mobile telecommunication employees. Multiple and simple regression analyses were conducted.	Relationship of embeddedness, engagement in predicting job performance	Corporate social responsibility and employee engagement are in direct positive relations with organizational performance.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Bakker & Demerouti (2009)	Cross-sectional design. Structural equation modeling.	Role of empathy. And employee engagement and job performance relationship.	Employee engagement is in a positive relationship within-role and extra-role performance. It plays a mediator role of the indirect effect of female engagement on male performance. Engagement is important for the employee and employees' partner's performance.
Medlin & Green (2009)	Cross-sectional design among 426 employees in U.S. Structural equation modeling was used.	Examined the relationships among employee engagement, goal setting, workplace optimism, and individual performance.	Key findings indicated that employee engagement is in positive relations with workplace optimism; ultimately it has an impact on individual performance.
Xanthopoulou et al. (2009)	A longitudinal study over a period of 18 months. Structural equation modeling was used.	The relationships between job resources, personal resources, and work engagement.	Job and personal resources are in a positive relationships with work engagement.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Gorgievski et al. (2010)	The study used questionnaire quantitative method among 1,900 employees and 262 self-employed.Analyzed the data with structural equation modeling.	The relationship between employee engagement, innovativeness and contextual and task performance.	For both groups employee engagement was in positive relations with task performance & innovativeness. Only for employees positively related to contextual performance.
Burke et al. (2010)	A sample of 242 respondents were professionals employed in various organizations and industries in Egypt. Cross-sectional survey design with hierarchical regression analyses was utilized.	Examined potential antecedents and consequences of work engagement	Results indicated that need for achievement and workaholic job behaviors predict vigor, dedication, and absorption.Engagement predicts job satisfaction, intention to quit.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Chughtai & Buckley ((2011)	Data were collected from 168 research scientists selected from 6 Irish science research centers. The study used questionnaire quantitative method and analyzed the data with structural equation modeling.	The study investigated effects of state & trust on employee engagement and the mediator role of learning goal orientation on work engagement and performance relations.	Trust in supervisor and trust propensity was positively and significantly related to work engagement. Learning goal orientation partially mediated the employee engagement on innovative work behavior and in role job performance.
Kirk-Brown & Dijik (2011)	Data were collected from 512 general employees and 92 with chronic illness in Australia. The study used questionnaire quantitative method and analyzed the data with hierarchical regression analysis.	The study investigated a mediating role of psychological safety in the relationship between work engagement and performance for employees with chronic illness.	Results have shown that work engagement had a positive relationship with performance for both groups. It was partially mediated by psychological safety for employees with chronic illness.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Bakker, et al. (2012)	Data from were collected 144 employees in Netherland. The study used cross-sectional survey design and analyzed the data with structural equation modeling.	The study examined a moderating role of conscientiousness between employee engagement and work performance.	Employee engagement was positively related to contextual performance and task performance, Even higher when conscientiousness was high.
Robertson et al. (2012)	Data were collected from 9,930 employees in the United Kingdom.The study used cross-sectional survey design and analyzed the data with multiple regression methods.	Examined relationships among employee engagement, psychological well-being, and performance.	Employee performance is predicted together by work engagement and psychological well-being.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Park et al. (2012)	Data were collected from 677 employees from a total of 29 mid or upscale hotel properties. The study used cross-sectional survey design. One way ANOVA and regression analysis were administrated to analyze the data.	Examined work engagement of three generational groups using survey data collected from customers contact employees in the hotel industry.	Results showed that age was significantly related to vigor, dedication, and absorption. Older employees tend to be more engaged. Employees in the older generations are likely to be more dedicated to, engrossed in, and even vigorous at work.
Menguc et al. (2013)	Cross-sectional survey design. Data were collected from 482 service employees and customers in 66 retail stores and results were analyzed with random parameter modeling technique in LIMDEP.	The study explored the antecedents and consequences of service employee engagement. The model examines the main effect of resources (autonomy, feedback, and support) on engagement and searches how the interaction among resources may affect engagement.	Results indicated that supervisory feedback is positively related to engagement while supervisory support is not. More engagement is related to more positive service employee performance.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Burke et al. (2013)	Cross-sectional survey design. Data were collected from 549 frontline service employees working in 15 top quality hotels in Turkey. Results were analyzed with hierarchical regression analyses.	The study aim was to discover potential antecedents and consequences of work engagement.	Results have shown that personal demographic and work situation characteristics showed weak and inconsistent relationships with the three measures of work engagement. Second, work engagement measures were significant predictors of a number of work outcomes. Vigor, in particular, had consistent relationships with the various work outcomes.
Inoue et al. (2013)	Cross-sectional survey design. Samples were taken from 423 males and 672 females from manufacturing company in Japan. Hierarchical multiple regression analyses were conducted.	Investigated the prospective association of job demands as psychological demands and extrinsic effort and job resources as an extrinsic reward, decision latitude supervisor support, co-worker support.	The study demonstrated that higher psychological demands and decision latitude are positively and significantly associated with work engagement.

In the third group employee engagement as a mediator were applied across an organization.

APPENDIX 2

Empirical Studies and Theoretical Frameworks of Employee Engagement as a Mediator

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Leiter and Maslach (2004)	2-year longitudinal design among 2809 administrative and support University staff An EQS analysis assessed a cross-sectional model	Examined the relationship between the 6 areas of work life, the three dimensions of burnout/engagement and employees' perception of general change within the organization	Burnout/engagement mediating link between the organizational context and employees perceptions of organizational change.
Laschinger and Leiter (2006)	An employed questionnaire among 8597 hospital-based nurses. Structural equation modeling analysis.	To test a model linking professional practice environment qualities and burnout.	The results have shown that using leadership affected quality of work life. Work environment effect on the decrease of nurse burnout Patient safety was related to nursing practice work environment.
Salanova et al. (2005)	Cross-sectional survey design. The sample population was 342 employees/114 work units of 58 hotel & 56 restaurants. 1140 customers. SEM analysis.	Mediating role of service climate between the antecedents' organizational resources and employee engagement. Relations of e employee performance and customer loyalty.	Organizational resources and work engagement predict service climate in full mediation. Predicts employee performance and customer loyalty.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Llorens et al. (2006)	Cross-sectional survey design. Employees of 477 Dutch, 654 Spanish Information and communication technology company. Structural equation modeling analysis.	JDR model in two countries using different occupational samples	Results showed that burnout partially mediates the effect of job demands and employee engagement partially mediates job resources on organizational commitment.
Hakenen et al. (2006)	Cross-sectional survey design for 2308 Finish teachers. SEM analysis.	Two parallel processes of wellbeing, an energetic process, and a motivational process	Burnout mediated the effect of high job demands on bad health, Lack of resources on low work engagement. Employee engagement was a mediator on relations between job resources and organizational commitment.
Richardsen et al. (2006)	Cross-sectional survey design. Data were collected from one hundred fifty police officers. Used regression analysis.	Investigated relations of type A personalities, job demands, resources with work-related outcomes	Partial mediator effect of employee engagement on individual characteristics, job demands & resources and the outcomes of organizational commitment &self-efficacy.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Schaufeli and Salanova (2008)	Cross-sectional survey design.Data are collected among 386 employees of two independent samples from Spain and the 338 employees from the Netherlands. Structural equation modeling analysis.	Investigated the mediating role of work engagement in job resources and proactive behavior.	Results suggested that work engagement fully mediates the job resources on proactive behavior.
Xanthopoulou et al. (2008)	Cross-sectional survey design. Data were collected from 44 flight attendants. Multilevel analyses.	To gain insight into the motivational process of the Job demand resources model. Colleague support as a typical job resource, Predict job performance through work engagement and self-efficacy.	Work engagement partially meditation affect on self-efficacy and in-role performance. Fully mediation for self-efficacy and extra-role performance.
Xanthopoulou et al. (2009)	A longitudinal study among 163 employees, over a period of 18 Months. SEM analysis.	Conservation of Resources theory, Job, and personal resources are relation to work engagement and financial performance.	Results suggested that work engagement mediated the relations between coaching & financial performance. Lagged effect on engagement and financial returns.
Chughtai & Buckley (2009)	Cross-sectional survey design. 130 school teachers in Pakistan. Hierarchical multiple regression.	Mediating effect of employee engagement on the relationship between performance & trust in principal	Work engagement fully mediates the relationship the effects of trust in principal of in-role job performance. Partial mediation on organizational citizenship behavior

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Rich et al. (2010)	Cross-sectional survey design. 245 firefighters in the United States. Structural equation modeling analysis.	To examine a role of engagement explaining relationships among individual characteristics and organizational factors. Engagement role on organizational citizenship behavior and task performance.	Employee engagement as a mediator on value congruence, perceived organizational support, core self-evaluations, & organizational citizenship behavior, task performance relations.
Bakker & Bal (2010)	Cross-sectional survey design. 54 teachers in the Netherlands. Multilevel analyses	The relationship between employee engagement, job resources, and performance on a weekly basis	Employee engagement inapositiverelationshipto job performance. Mediator of the relationship between performance and job resources.
Salanova et al. (2011)	Cross-sectional survey design. 280 nurses in Portuguese hospital. Structural equation modeling.	The relationship between supervisors' transformational leadership and staff nurses' extra-role performance. Mediators nurse self-efficacy and work engagement.	Transformational leadership explained extra-role performance through mediators. The direct relationship between employee engagement and transformational leadership.
Leung et al. (2011)	Cross-sectional survey design. 304 supervisor in hotels in China. Hierarchical linear modeling.	Investigated a mediation role of employee engagement in the relationship between workplace ostracism and service performance	Workplace ostracism and service performance are mediated by work engagement.
Karatepe (2011)	Cross-sectional survey design. 143 employees in Nigeria. Hierarchical multiple regression.	The mediating role of employee engagement for procedural justice & job outcomes	Engagement fully mediated the relationship between procedural justice & extra role customer service & job performance.

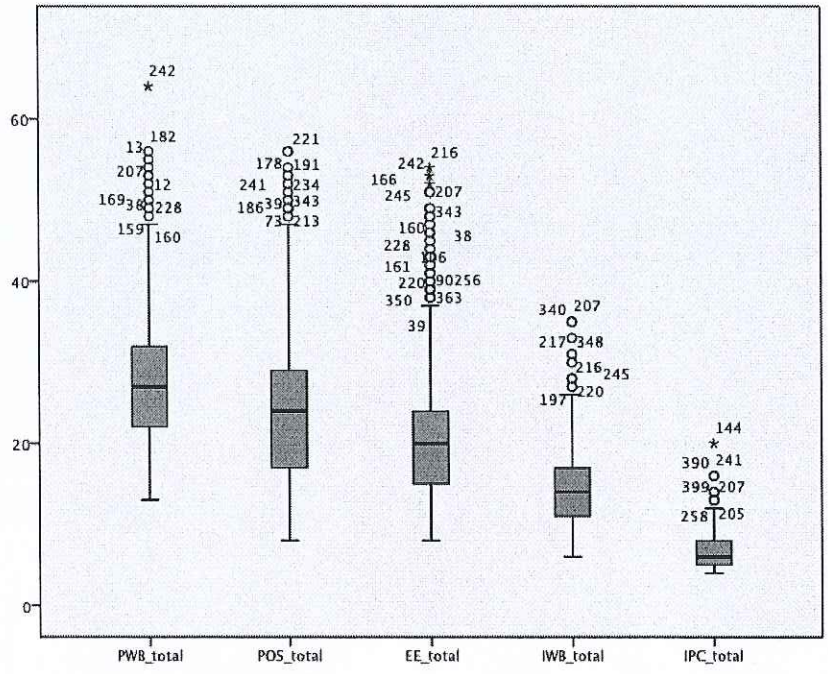
Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Karatepe and Ngeche (2012)	Cross-sectional survey designs .212 hotel employees in Cameroon. Hierarchical multiple regression analysis.	Mediation of job embeddedness in the relationship between employee engagement and job outcomes including job performance	Employee engagement and job performance partially mediated by job embeddedness.
Sulea et al. (2012)	Cross-sectional survey design. 258 employees from Romanian organizations. Structural equation modeling analysis.	JDR model Role of work engagement as a mediator between job resources demands.	All anticipated antecedents have a direct, and indirect relation with extra-role behaviors through work engagement.
Karatepe (2013)	Cross-sectional survey designs .123 full-time frontline hotel employees. Structural Equation Modeling.	Work engagement as mediator. Effects of high-performance work practices on customer service and work performance.	Training, empowerment, and rewards let to work engagement. Work engagement enhanced employees extra role customer service and work performance.
Menguc et al. (2013)	Cross-sectional survey design. 482 employees and customers in sixty-six retail stores. Multi-level modeling.	Job demand resource model. Effect of resources on employee engagement.	Supervisory feedback is in positive relations with engagement.No relations with supervisory support. The direct positive link between engagement & positive service employee performance. Engagement full mediator between service employee performance & supervisory feedback.

Author(s)	Design of the Study: Sample/Setting/Method/Analysis	Conceptualization of employee engagement	Findings relating to employee engagement
Scrima el at. (2014)	Cross-sectional survey design. 405 Italian working adults. Structural equation modeling	Job involvement and employee engagement as predictors of affective commitment.	Work engagement fully mediates the relationship between affective commitment and job involvement.
Barrick et al. (2015)	Cross-sectional survey design. Samples were taken form 83 firms. Regression analyses.	Collective organizational engagement. Integrating engagement theory with the resource management model. CEO transformational leadership. Motivating work design, human resource management practices resources,	Collective organizational engagement as mediator the between the firm performance and three organizational resources.

APPENDIX 3

Boxplot, Shapiro-Wilk Statistics, and Multicollinearity Tests Results

Boxplot of Each Variable



Shapiro-Wilk Statistics

	Kolmogorov-Smirnova			Shapiro-Wilk (W)		
	Statistic	df	Sig.	Statistic	df	Sig.
PWB	0.1	416	0	0.957	416	0
POS	0.079	416	0	0.963	416	0
EE	0.124	416	0	0.911	416	0
IWB	0.103	416	0	0.944	416	0
IPC	0.164	416	0	0.89	416	0

The TOL and VIF tests results in dependent variables for multicollinearity

	Collinearity Statistics	
	Tolerance	VIF
PWB	0.599	1.67
POS	0.691	1.447
IPC	0.875	1.143
IWB	0.664	1.507
Dependent Variable: EE		

	Collinearity Statistics	
	Tolerance	VIF
PWB	0.673	1.485
POS	0.549	1.822
EE	0.531	1.883
IPC	0.876	1.141
Dependent Variable: IWB		

APPENDIX 4

Psychometric Properties for Each Variable

The evaluation of psychometric properties for each variable was assessed in the following section. In the structural model stage of the modeling approach depends on the estimates of the relationship among unobserved lateen variables, and since the primary concern in working with structural model is to assess the extent to which relations are valid, it is significant that the measurement scale for each unobserved latent variable is psychometrically sound (Byrne, et al., 2010; Hair, et al., 1995).

a) Psychological Well Being Scale Descriptive Statistics

Appendix 2 reports the means, standard deviations and skewness, and kurtosis for 13 items of psychological well-being. Among the PWB items, number 9 and 13 and 8 have the highest mean scores with 2.56, 2.44 and 2.40 respectively. This statement has now been modified to This means the participants who completed this scale, specifically questions 9, 13 and 8, feel optimistic and enthusiastic about their life. However, the overall of the thirteen items of PWB is 2.13 which means the average answers of PWB scale came close to "Agree". Comparatively, the second column shows the SD values for all scale items and reported that the overall average value SD is 0.424 which considered low SD meaning that participants had a higher level of agreement in how they responded. This gives a greater confidence and accuracy in the data provided. It sometimes is difficult to interpret using the values of Skewness and Kurtosis and it can be an arbitrary determination. To prove normal univariate distribution, asymmetry and kurtosis should be at between-2 and +2 values (George, et al., 2010).

Psychological Well Being Scale Descriptive Statistics

	N	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
O1	416	1.96	0.052	1.069	1.7	0.12	4.084	0.239
O2	416	1.97	0.051	1.042	1.799	0.12	4.809	0.239

O3	416	2.19	0.051	1.038	1.306	0.12	2.604	0.239
O4	416	1.65	0.04	0.81	1.367	0.12	2.069	0.239
O5	416	1.99	0.042	0.854	1.001	0.12	1.727	0.239
O6	416	2.33	0.057	1.162	1.411	0.12	2.836	0.239
O7	416	1.85	0.039	0.792	0.56	0.12	-0.242	0.239
O8	416	2.4	0.057	1.167	1.151	0.12	2.101	0.239
O9	416	2.56	0.066	1.343	1.165	0.12	1.534	0.239
O10	416	2.11	0.047	0.959	1.238	0.12	3.076	0.239
O11	416	2.13	0.047	0.959	1.28	0.12	3.606	0.239
O12	416	2.22	0.052	1.068	1.285	0.12	2.522	0.239
O13	416	2.44	0.056	1.141	1.125	0.12	1.85	0.239
PWB	416	27.81	0.424	8.655	0.82	0.12	1.082	0.239
Valid N (listwise)	416							

b) Employee Engagement Scale Descriptive Statistics

Results in Appendix 2, showed that amongst the eight items of the scale, item number 22 had the highest mean scores with 3.03. This value indicated that majority of respondents were found to experience being carried away while they are working. The estimates also report that among the sample, the total mean average score was 2.59 which indicated that responses in his scale were between "agree and "somewhat agree" response options. On the other hands, the total average value of SD is of 1.138 which has indicated that sample answers on the scale vary little from the mean score. Low SD means that respondents had a higher level of agreement in how they responded which gives a greater confidence and accuracy in the data provided.

Employee Engagement Scale Descriptive Statistics

	N	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
O14	416	2.38	0.061	1.251	1.451	0.12	2.835	0.239
O15	416	2.31	0.059	1.209	1.455	0.12	2.785	0.239
O16	416	2.7	0.074	1.502	1.195	0.12	1.182	0.239
O17	416	2.65	0.071	1.444	1.209	0.12	1.331	0.239
O18	416	2.24	0.063	1.284	1.281	0.12	1.66	0.239
O19	416	2.67	0.071	1.443	1.102	0.12	1.092	0.239
O20	416	2.75	0.08	1.624	1.092	0.12	0.545	0.239
O22	416	3.03	0.079	1.611	0.831	0.12	0.009	0.239
EE	416	20.72	0.447	9.11	1.193	0.12	1.755	0.239
Valid N (listwise)	416							

c) Innovative Work Behavior Scale Descriptive Statistics

Results in Appendix 2, showed that has shown that the total average scores of innovative work behavior are 2.38 which implies that the average answers of employees on innovative work behavior scale come between "agree" and somewhat agree" response option. On the other hands, the total average value of SD is of 0.85 which has indicated that sample answers on the scale vary little from the mean score of all the answers.

Innovative Work Behavior Scale Descriptive Statistics

	N	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
O23	416	2.36	0.052	1.063	1.233	0.12	3.048	0.239
O24	416	2.09	0.045	0.927	1.149	0.12	2.702	0.239
O25	416	2.56	0.058	1.185	1.064	0.12	1.737	0.239
O26	416	2.66	0.061	1.246	1.155	0.12	1.742	0.239
O27	416	2.65	0.059	1.199	1.009	0.12	1.404	0.239
O28	416	2	0.045	0.913	1.345	0.12	3.879	0.239
IWB	416	14.31	0.253	5.152	0.946	0.12	1.65	0.239
Valid N (listwise)	416							

d)Perceived Organizational Support Scale Descriptive Statistics

Amongst the eight items of the scale, item number 36 had the highest mean scores with 3.33. This value indicated that majority of respondents were found to experience that their organization cares about their well-being. The estimates also report that among the sample, the total mean average score was 3.04 which indicated that responses in this scale were chosen mostly "somewhat agree" response options. On the other hands, the total average value of SD is of 0.470 which has indicated that sample answers on the scale vary little from the mean score. Low SD means that participants had a higher level of agreement in how they responded which gives a greater confidence and accuracy in the data provided.

Perceived Organizational Support Scale Descriptive Statistics

	N	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
O29	416	2.71	0.067	1.37	0.882	0.12	0.692	0.239
O30	416	2.8	0.069	1.4	0.94	0.12	0.831	0.239
O32	416	2.52	0.069	1.402	1.11	0.12	1.026	0.239
O33	416	3.05	0.078	1.596	0.714	0.12	-0.074	0.239
O34	416	3.26	0.078	1.583	0.699	0.12	-0.117	0.239
O36	416	3.33	0.074	1.515	0.645	0.12	-0.074	0.239
O37	416	2.89	0.069	1.402	0.799	0.12	0.433	0.239
O38	416	3.75	0.085	1.732	0.371	0.12	-0.84	0.239
POS	416	24.32	0.47	9.593	0.725	0.12	0.514	0.239
Valid N (listwise)	416							

e) Interpersonal conflict Scale Descriptive Statistics

Results in Appendix 2, showed that the total average scores of interpersonal conflict are 1.7 which implies that the average answers of employees on the scale come between "never and sometimes" response option. This statement has now been modified to This means the participants who completed this scale, feel they don't feel there is little interpersonal conflict at the workplace. On the other hands, the total average value of SD is of 0.624 which has indicated that sample answers on the scale vary little from the mean score. Low SD means that respondents had a higher level of agreement in how they responded which gives a greater confidence and accuracy in the data provided.

Interpersonal conflict Scale Descriptive Statistics

	N	Sum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Std. Error	Statistic
O39	416	823	1.98	0.037	0.762
O40	416	646	1.55	0.039	0.796
O41	416	726	1.75	0.04	0.823
O42	416	632	1.52	0.039	0.8
IPC	416	2827	6.8	0.122	2.496
Valid N (listwise)	416				

APPENDIX 5

Questionnaire

Sayın Katılımcı,

Dokuz Eylül Üniversitesi İngilizce İşletme Bölümünde sürdürülen bir doktora tez araştırması, kendiniz ve iş hayatınızla ilgili görüş ve düşüncelerinizi öğrenmeyi amaçlanmaktadır. Kişisel bilgileriniz paylaşılmayacak ve elde edilen veriler sadece bilimsel amaçlı kullanılacaktır. Katkılarınız için şimdiden teşekkür ederim.

Şennur Köroğlu
Dokuz Eylül Üniversitesi İşletme Fakultesi

Cinsiyetiniz: ☐Erkek ☐Kadın

Yaşınız : ___

EğitimDurumunuz: ☐İlköğretim ☐Ortaöğretim ☐Lise ☐Önlisans ☐Lisans ☐Lisansüstü

Bu işletmede kaç yıldır çalışmaktasınız? ___ yıl ___ay

İşyerindeki konumunuz : ☐Müdür ☐Müdür Yardımcısı ☐İşgören (personel)

☐Diğer .....(belirtiniz)

Çalışmakta olduğunuz departman : ☐Müşteri Hizmetleri ☐Muhasebe -Finans ☐Satış-Pazarlama ☐İnsan Kaynakları ☐Teknik Servis

☐Diğer ise burada lütfen belirtiniz :.....

Lütfen aşağıdaki soruları tam olarak okuduktan **HİÇBİR SORUYU ATLAMADAN** kendinize en uygun olan cevabı işaretleyiniz.(Araştırma sonuçları açısından her soruyu cevap vermeniz çok önemlidir.)

1.Amaçlı bir yaşam sürdürüyorum.	1	2	3	4	5	6	7
2. Sosyal ilişkilerim destekleyicidir.	1	2	3	4	5	6	7
3. Benim için önemli olan etkinliklerde yeterliyim.	1	2	3	4	5	6	7
4. Ben iyi bir insanım.	1	2	3	4	5	6	7

5. İnsanlar bana saygı duyar.	1	2	3	4	5	6	7
6. Günlük aktivitelerime ilgiliyim.	1	2	3	4	5	6	7
7.Başkalarının mutlu ve iyi olmasına aktif olarak katkıda bulunurum.	1	2	3	4	5	6	7
8. Ben iyi bir hayat yaşıyorum.	1	2	3	4	5	6	7
9. Geleceğim hakkında iyimserim.	1	2	3	4	5	6	7
10.Sosyal ilişkilerim tatmin edicidir.	1	2	3	4	5	6	7
11.Benim için önemli olan etkinliklerde yetenekliyim.	1	2	3	4	5	6	7
12.Anlamlı bir yaşam sürdürüyorum.	1	2	3	4	5	6	7
13.Günlük aktivitelerime bağlıyım.	1	2	3	4	5	6	7
14. İşimi yaparken kendimi çok enerjik hissederim.	1	2	3	4	5	6	7
15. İşimi yaparken kendimi güçlü ve dinç hissederim.	1	2	3	4	5	6	7
16. Sabah uyandığımda işe gitme isteği duyuyorum.	1	2	3	4	5	6	7
17. İşim bana ilham veriyor.	1	2	3	4	5	6	7
18. Yaptığım işten gurur duyuyorum.	1	2	3	4	5	6	7
19. İşim bana coşku veriyor.	1	2	3	4	5	6	7

20. Yoğun bir şekilde çalışırken kendimi mutlu hissediyorum.	1	2	3	4	5	6	7
21. İşe gömülmüş durumdayım.	1	2	3	4	5	6	7
22. Çalışırken kendimden geçiyorum.	1	2	3	4	5	6	7
23. Yaratıcı fikirler üretirim.	1	2	3	4	5	6	7
24. Diğer çalışanların fikirlerini destekler ve cesaretlendiririm.	1	2	3	4	5	6	7
25. Yeni teknolojiler, süreçler, teknikler araştırırım ve fikirler üretirim.	1	2	3	4	5	6	7
26. Yeni fikirlerin uygulanması için planları ve faaliyet takvimlerini geliştiririm.	1	2	3	4	5	6	7
27. Yeni fikirleri çin kaynaklar araştırır ve tahsis ederim.	1	2	3	4	5	6	7
28. Yenilikçiyim.	1	2	3	4	5	6	7
29. Çalıştığım işletme işteki başarılarımla gurur duyar.	1	2	3	4	5	6	7
30.Çalıştığım işletme benim görüşlerimi dikkate alır.	1	2	3	4	5	6	7
31. Çalıştığım işletme benim için çok az endişelenir.	1	2	3	4	5	6	7

32. Bir sorunum olduğunda, çalıştığım işletme bana yardımcı olur.	1	2	3	4	5	6	7
33. Çalıştığım işletme amaçlarımı ve değerlerimi çok fazla önemser.	1	2	3	4	5	6	7
34. Çalıştığım işletme, söz konusu ben olunca, tolere edilebilir hataları bağışlar.	1	2	3	4	5	6	7
35. Çalıştığım işletme fırsatını bulursa beni çıkarı için kullanır.	1	2	3	4	5	6	7
36. Çalıştığım işletme gerçekten benim refahımı düşünür.	1	2	3	4	5	6	7
37. Özel bir yardıma ihtiyaç duyduğumda, çalıştığım işletme bana yardım etmede istekli davranır.	1	2	3	4	5	6	7
38. Çalıştığım işletme işimi olabildiğince eğlenceli hale getirir.	1	2	3	4	5	6	7

Lütfen aşağıdaki soruları tam olarak okuduktan sonra kendinize en uygun olan cevabı işaretleyiniz.

	Hiçbir Zaman	Nadiren	Bazen	Çoğunlukla	Her Zaman
39.İşyerinizde hangi sıklıkla başkalarıyla tartışırsınız?	1	2	3	4	5
40.İşyerinizde diğer insanlar size hangi sıklıkla bağırırlar?	1	2	3	4	5
41.İşyerinizde insanlar size hangi sıklıkla kaba davranırlar?	1	2	3	4	5
42.İşyerinizde insanlar size hangi sıklıkla kötü şeyler yaparlar?	1	2	3	4	5