

# The Moderator Effect of Organizational Matterings on the Association between Employees' Quality of Work Life and Subjective Well-Being during the Pandemic Period

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## Abstract

The purpose of this research, which was conducted with quantitative method and correlational design, is to examine the moderator role of organizational members' perception of success and organizational matterings in the relationship between the quality of work life, which is an important concept in terms of organizational behavior, and the subjective well-being of members of an organization. It is a cross-sectional study. Research data were collected from 183 respondents, mostly health sector workers, using the convenience method. As a result, a strong and meaningful relationship was found between the quality of work life, organizational importance, and employees' perception of happiness. It has been an important finding that the level of quality of work life strengthens the perception of subjective well-being as predicted in Turkey as well as the perception of organizational matterings moderates the link between QWL and SWB. The concept of matterings is probably used for the first time in an academic study, and it does need to be examined on a national scale.

**Keywords:** Quality of work life, achievement and organizational matterings, subjective well-being, regression analyses, role of moderating variable, Turkish business world

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## Introduction

Even in F. W. Taylor's mechanistic approach to employees, focusing on productivity in business life, his thoughts on the individual qualities of the workers, the degree of difficulty of the work they do and the need for their training have gained more importance as time passed. The practices in business management have also changed accordingly, and the human resources era in the field of management and organization has begun during the 50s. This period of time put the emphasis on the leadership style and the need to constantly increase the motivation of the employees.

The necessity of the perceptions of the employees in work settings and their attitudes towards the work they do for organizational functioning was accepted only in the mid-60s, and the first person to use the concept of quality of work life (QWL), which aims to increase the performance of the members of the organization, is Irving Bluestone, an officer at General Motors (Bagtasus, 2011) has been. The factors which were related to the concept of (QWL) were occupational safety, occupational health, and adequacy of the physical environment. As the studies of the concept of (QWL) were progressed the career opportunities of the employees ultimately became another important issue in the development of the concept of IYK as it is understood today.

However, the Covid-19 pandemic which threatened all countries of the world and the global economy in 2020 and caused a total change by negatively affecting not only the business world but also the individual living space. In addition to this, the pandemic affected people's mental health disorders, including anxiety and depression regardless of gender, race, ethnicity and social status. In this context, the fact that remote working has become mandatory in the business world. The change in work processes has led to the questioning of the organizational matterings (OM) of each employee in terms of their level of performance in their businesses, and this has aroused the concern of losing their job.

The purpose of this study is to have a better understanding of the relationship between the (QWL) of white-collar workers in two different economic sectors. The secondary aim of the study is to examine the concept of organizational matterings (OM) in the Turkish business world.

The concept of individual achievement and organizational matterings, developed by Reece and colleagues (2019) based on the work of Rosenberg and McCullough (1981), which is the first of the studies in this field, is handled with two general approaches. The first of these is the perceptions of the employees about the effect of their work on the overall performance of the organization; the second approach is about the working style of the employees and their work-related actions.

It is hoped that the balance between the (QWL) and the concept of (OM) which has not yet been examined in our country, technically speaking, the impact of the change in the said relationship during the pandemic process. Moreover the examination of the subjective well-being of the members of the organization which can

make contribution to the existing body of knowledge.

### **Key concepts:**

**The quality of work life (QWL):** This concept was defined by Nadler and Lawler III (1983), who are the pioneers of this subject, as the sum of employees' perceptions of the jobs they are responsible for and their attitudes towards the working environment in general. Sirgy et al.'s (2001) explanation of the concept of QWL which is "the participation of workplace employees in the job process, the work they do and the satisfaction they receive from a number of factors related to themselves," has been accepted in the academic community. Phan and Vo (2016) defined a high level of perception of QWL as an integrating power for all organizational functions in terms of selecting employees to be employed in an organization, and then the continuity of business processes. The subject of QWL has been examined from different perspectives, and its main factors were understood as the perception of employees towards their jobs, needs, work and private life balance, and changing conditions of the business life along with the impact of globalization.

Today, QWL which is described as a multidimensional concept, includes not only workplace conditions, but also occupational health and safety, the level of stress that employees may develop due to the work they do, the degree of freedom in applying business processes as well as the approach and management styles of managers to their employees (Bagtasos, 2011). The leading name of this field, Sirgy (2001) added dignity, social status, economic competence, family needs and even aesthetic perception to the existing dimensions of the concept of QWL in his later studies.

It is worth noting that the dimensions of discrimination in the workplace and integration with the organizational culture, which Aydın and his colleagues (2011) have taken into account, who have determined 6 basic dimensions of QWL in the studies conducted in this field in Turkey, are also extremely important. National and international studies (Türkay, 2015; Yıldırım & Hacıhasanoğlu, 2011; Normala, 2010) have shown that there is a clear and positive relationship between the QWL and the work-related attitudes of employees such as job satisfaction and commitment to the organization, especially in the last 20 years. Letoane (2013, in Dhlewayo, 2021, p.7) also focused on the constructive, positive and strong correlation of all these factors or conceptual dimensions with QWL in terms of organizational productivity with reference to Fuller (2006).

In the light of previous explanations, it might be said that the absenteeism and dismissal of the employees are minimized and, as a result, it enables them to focus on the business processes. Işık and Başar (2019) who are Turkish academicians, by referring to two different studies (Yalçın, 2014 and Yüçetürk, 2005), state that the concept of QWL is considered as a management philosophy today, and that it provides the improvement of the welfare levels of the employees together with the work life quality provided by the organizations.

Literature reviews show that a large number of questionnaires have been developed in order to measure the concept of QWL based on the different sub-conceptual dimensions tried to be explained above. In fact, some (See Work-Related Quality of Life Scale, Van Laar et. al., 2007) QWL devices also measure the organizational climate, employee education and job satisfaction, along with the qualities of work life. However, research in this area (Aydın, 2011) shows that Sirgy's 'organization-oriented' measurement tool, which includes the conditions of the job to be done, managerial behavior, and the support programs provided for performing the targeted jobs, is generally accepted by academicians. The two most important points that determine this preference are that Sirgy's concept of QWL is based on the needs and spillover theories developed by prominent academics such as McClelland and Alderfer in the organizational behavior literature. Since this theoretical framework is generally found to be appropriate to assess employees' perception of QWL, Sirgy's measurement tool was preferred to be used in this study as well.

**Organizational mattering (OM):** Since the Covid-19 pandemic generally arouses the fear of contracting the disease in people and causes mass deaths all over the world, it has changed the working conditions not only in private life but also in business life and created a great deal of uncertainty of the members of organizations. The high level of people's anxiety about the near future, their lives, and the possibility of losing their jobs resulted in a serious anxiety disorder after a while and negatively affected their subjective well-being. It has been observed that stressful situations such as the economic difficulties encountered during the pandemic process, the welfare of family members, and negative changes in social life lead to extreme sadness in almost all countries. In these circumstances, it was thought that the perceptions of the employees of the organization regarding their success in working for themselves and their appreciation and importance by the members of the organization would be an approach worth examining.

In this respect, Rosenberg and McCullough's (1981) studies, which have been cited many times in the literature, have great importance in terms of organizational behavior, and the concept of organizational mattering is emphasized for the first time. Researchers who studied on this field, developed this new concept of 'organizational mattering and achievement' by taking into account of the concept of 'recognition', which is also frequently examined in the literature, has been the subject of new investigations over time.

In the field of organizational behavior, the academic studies of Reece and his colleagues (2019) have left

their mark on this field. The concept of organizational importance (ONM) means that an employee is considered, recognized and appreciated at the workplace by senior management and other organizational members, colleagues, and includes organizational health and the level of success of employees, and the subject is examined from two different perspectives. The objective approach is related to the quality of the work done by the employees in the enterprises, the result they have achieved; the second one is the subjective approach directly focuses on the employee's perception of the importance of their job tasks and organizational activities in the organization where they work.

It is expected that the high level of OM perception by the employees will positively affect the attitudes of the individuals about the work they do, as well as they will be more satisfied with their work and private lives, and since this will be a source of motivation, their individual success will also be higher. It is known that the perception of organizational support from the classical view point of the organizational behavior discipline is also an incentive for the employees who wants to improve themselves and be successful (Çakar & Yıldız, 2009). When these and similar explanations are taken into account, it is understood that the reason for the adoption, and the acceptance of the concept of OM is understood as the effect of the work done by a business member by his superiors and colleagues in terms of quality and effectiveness will be at a higher level. It will be necessary to add that the preliminary studies of the concept of achievement and caring for the members of the organization are directly related to the self-efficacy and self-development within the framework of human needs examined in detail by Maslow (France & Finney, 2009). Because of these attributes, the 7-item 'achievement and organizational importance' questionnaire developed by Reece and colleagues, especially for business employees, was preferred in this study

**Subjective well-being (SWB):** The concept of subjective well-being, which was first defined as happiness (or life satisfaction in Turkish literature) developed by Diener and his colleagues (1985). This concept sharply differs from the concept of psychological well-being which is about the total satisfaction with one's own behavior as was developed by Ryan and Deci (2001). The first concept means that the person emotionally leads a pleasurable life for himself and takes pleasure from his behavior and actions. The concept of psychological well-being is explained as the capacity of the individual to know himself and to exhibit positive and meaningful behaviors in his life (Yahyagil, 2015) rather than focusing on getting pleasure.

The feeling of happiness or subjective well-being (SWB) examined in this study refers to the emotional response states of people from every society, such as fear and love, and the cognitive process of individual evaluation, which includes not only the present but also the past. Diener (1985; Diener, 1999), who made great contributions to the literature with his studies in this field, created a model and a questionnaire to learn about the quality of life and emotional reactions of people according to their own understanding and evaluation.

Tov and Diener (2013) explain that (SWB) is valid for all people, regardless of their cultural background, and is generally the state of being satisfied with their lives. This scale, which is widely accepted in the academic community, has been used in various countries of the world and in Turkey (Yetim, 1993; Doğan and Totan, 2013; Dağlı and Baysal, 2016).

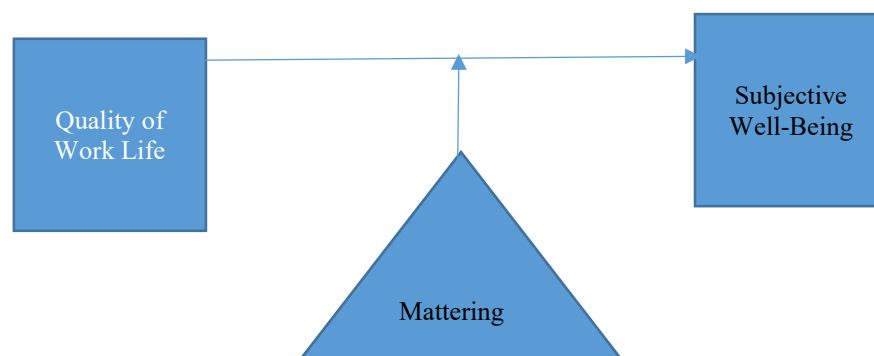
It is worth adding that in almost all studies, subjective well-being is correlated with the personal characteristics of individuals, socio-cultural environment, conditions such as health status and work life.

#### Method:

**Sampling:** Data were collected between July and December 2021, using the convenience sampling method, by contacting HR managers of the large-scale insurance, finance, and health organizations operating in Istanbul, Turkey.

**Research design:** The study was carried out with quantitative method by using correlational design. The nature of the relationship between the concepts of quality of work life (QWL) and subjective well-being (SWB) and the role of organizational mattering as a moderator was examined.

#### Research model



**Measurement tools:**

- 1) Work life quality questionnaire: Sirgy et al.'s (2001) 16-item and 7-point Likert scale, related to 7 sub conceptual dimensions (health and safety, economic and family, social, self-esteem, self-actualization, information and aesthetic needs) developed to measure perceptions of .employees This scale is a valid and reliable questionnaire that has been preferred in various national studies (Afşar, 2015: Yalçın, 2014). In this study, the questionnaire is applied as a 5-point Likert type scale (Tripathi, N, 2020) with the thought that clearer answers would be obtained from the subjects and there were examples in this way.
- 2) Organizational achievement and mattering questionnaire: This scale was developed by Reece et al. (2019), and is a 7-item scale, arranged in 5-point Likert type. The first 3 items of the scale measure organizational achievement and 4 items measure organizational mattering. The Turkish adaptation of the questionnaire was carried out by the author and two organizational behavior experts.
- 3) Subjective well-being: The scale consisting of 5 items and developed by Diener et al. (1985) is a 7-step Likert-type questionnaire, and its adaptation to Turkish and validity studies were carried out (Doğan & Totan, 2013).

**Research hypotheses:**

Three hypotheses and a research question were formulated based on the relationships between the existing theoretical explanations in the literature and the three concepts examined in this study.

**H1)** There is a positive relationship between quality of work life (QWL), organizational importance (OM) and subjective well-being (SWB) of employees.

**H2)** The employees' perception of organizational mattering (OM) has a moderating role in the association between the quality of work life (QWL), and the subjective well-being (SWB).

**H3)** The employees' perception of organizational mattering (OM) and subjective well-being (SWB) differs according to gender, education level of respondents, and having a managerial position.

**Research question:** To what extent do the conceptual dimensions of achievement and organizational mattering (OM) explain the change in the concept of subjective well-being (SWB)?

**Research findings**

**Profile of the participants**

Data were collected from 183 participants in the study, of which 43% were women and 57% were men. 14% of the subjects completed a bachelor's program and 63.7% a master's program. 18.6% of the participants have a doctorate degree. It is assumed that the education level of the subjects is so high also increases the reliability of the research data. 20% of all subjects are 3-4 years old; It has been understood that 31% of them have 5-9 years of work experience and almost half (43.2%) of the participants have 10 years or more work experience.

Validity and reliability level of the scales:

The reliability coefficient values of the three scales used in the study are highly satisfactory as shown in Table 1.

**Table I: Reliability analyses of the scales**

Scales	Cronbach Alpha Value	Number of items
Quality of Work Life	<b>0,766</b>	<b>16</b>
Organizational mattering	<b>0,609</b>	<b>6</b>
Subjective Well-Being	<b>0,792</b>	<b>5</b>

The reliability coefficient is satisfactory for the 1st and 3rd scales. Since the second scale, 'organizational mattering, was translated and applied to Turkish for the first time, item 2 in the original questionnaire was eliminated, and the C. Alpha value was found to be 0.61. In this case, the reliability of the scale is acceptable Pallant, 2001).

**Table2: Descriptive Statistics**

	Variables	Mean	S.Deviation	Skewness	Kurtosis
1	<b>Quality of Work Life</b>	55.14	9,12	-,056	-,479
2	<b>Achievement &amp; Org. mattering</b>	23,22	3,85	-,365	,355
3	<b>Subjective Well-Being</b>	19.79	4,68	-,207	-,482

When the average values are examined, the perception of QWL is slightly above the acceptable level; it is understood that the perception of achievement and organizational mattering and subjective well-being is also at a moderate level. There are various approaches to the interpretation of skewness and kurtosis values. However, it was stated that if these values are in the range of (+1.5 and -1.5) (Tabachnick & Fidell, 2013), the distribution would be considered as normal. The table number I shows that the skewness and kurtosis values of the main concepts (variables) of the study are within acceptable limits statistical range, and the distribution of the data is normal. The range of acceptance is defined as the limits that determine the quality of

our analytical results.

**Factor analysis**

A separate factor analysis was performed for each of the three concepts of the study, and while the 1<sup>st</sup>. (QWL) scale yielded 4 factors, the 3<sup>rd</sup>. (SWB) scale was resulted in as a single factor, and the second (OM) scale resulted in 2 factors as theoretically predicted. The KMO and Bartlett Test values of all scales are at a satisfactory level and are shown in the tables below.

**Table 3: QWL Factor analysis**

QWL Scale	Items	Quality of Work Life
7.	I have good friends.	<b>0.855</b>
6.	My job does well for my family.	<b>0.726</b>
8.	I have enough time away from work.	<b>0.710</b>
9.	I feel appreciated at work.	<b>0.644</b>
10.	My friends respect me as a professional	<b>0.573</b>
4.	I am satisfied with my salary.	<b>0.852</b>
1.	I feel physically safe at work.	<b>0.765</b>
2.	My job provides good health benefits.	<b>0.748</b>
5.	I feel that my job is secure for life.	<b>0.621</b>
13.	I feel that I'm always learning new things	<b>0.861</b>
15.	There is a lot of creativity involved in my job.	<b>0.805</b>
11.	My job allows me to realize my full potential.	<b>0.799</b>
12.	I am realizing my potential as an expert in my line of work.	<b>0.866</b>
14.	This job allows me to sharpen my professional skills.	<b>0.850</b>
16.	My job helps me develop my creativity outside of work.	<b>0.711</b>
<b>Cumulative variance: (%)</b>		<b>71,5</b>
<b>Cronbach Alfa Value:</b>		<b>0,766</b>
<b>KMO: 0,814</b>		<b>Bartlett's Tesr value: p = 0,000</b>

**Table 4 QWL Factor rotation matrix**

Quality of Work Life Items	Components				
	1	2	3	4	5
QWL 7	.855				
QWL 6	.726				
QWL 8	.710				
QWL 9	.644				
QWL 10	.573				
QWL 4		.852			
QWL 1		.765			
QWL 2		.748			
QWL 5		.621			
QWL 13			.861		
QWL 15			.805		
QWL 11			.799		
QWL 12				.866	
QWL 14				.850	
QWL 16				.711	

The 4 factors of QWL are labeled as follows: 1) Social 2) Health and economy 3) Health and safety 4) Family and economy.

The second factor analysis applied to the concept of achievement and organizational mattering, and as expected, the analysis resulted in two factors. The first component is labeled as achievement, and the second one is labeled as organizational mattering. The item 'My organization praises my work publicly.' loaded on the first component. In spite of the fact that OM scale is adapted to Turkish first time, the KMO and Bartlett tests are

quite satisfactory, and suitable for running statistical analyses as shown in Table 5.

**Table 5: Factor analysis of organizational mattering**

Items	Factor loadings
My work contributes to my organization's success.	<b>0.880</b>
The quality of my work makes a real impact on my organization.	<b>0.854</b>
	<b>0.598</b>
My co-workers praise my work.	<b>0.811</b>
My organization praises my work publicly.	<b>0.621</b>
My organization praises my work publicly.	<b>0.598</b>
<b>Bartlett's Test: 0.000</b>	<b>KMO: 0.611</b>
Cumulative variance	<b>57.118</b>
Cronbach Alfa value	<b>0,609</b>
<b>Factors: 1) Achievement</b>	<b>Factor 2) Mattering</b>

Subjective well-being: As expected, the factor analysis resulted as a single factor, and the KMO level is 'good' and the Bartlett test level is significant, as presented in Table 6. It explains 77% of the total variance.

### Hypothesis testing

Pearson correlation coefficient analysis was performed to test the 1st hypothesis of the study (there is a positive relationship between quality of work life, organizational importance and subjective well-being of employees). The results are given in Table.

**Table 7: Correlations between key concepts**

		QWL	OM	SWB
<b>Quality of work life</b>	Pearson Correlation	1	<b>.421**</b>	<b>.827**</b>
	Sig. (2-tailed)		.000	.000
	N	183	183	183
<b>Organizational Mattering</b>	Pearson Correlation	.421**	1	<b>.293**</b>
	Sig. (2-tailed)	.000		.000
	N	183	183	183
<b>Subjective well-being</b>	Pearson Correlation	.827**	.293**	1
	Sig. (2-tailed)	.000	.000	
	N	183	183	183

The results of the correlation analysis are statistically highly significant between 3 key concepts of the study, and the 1st hypothesis of the study is supported by the observed data.

A regression analysis was run for the second hypothesis of the study (*The employees' perception of organizational mattering (OM) has a moderating role in the association between the quality of work life (QWL), and the subjective well-being (SWB)*). In the first step, the variables were standardized, and in the second step, the analysis was performed by creating an interaction variable between two (moderator and independent ones) variables.

The results show that the regression model is strong (r square = 0.699), as given in Table 9, and the effect of the moderator variable of the study on subjective well-being was 11% in the 10th Table of the coefficients, and the related t-test was statistically significant (p = 0.010). Accordingly, the third hypothesis of the study is also supported by the observed data. A graph has been created to better understand this situation. For this purpose, firstly, the participants were divided into three equal groups (low-medium-high) according to their perception of organizational mattering. The graph shows that the higher the employees' perception of OM the more prominent the role of the moderator variable, and the related regression square values statistically show this situation.

**Table 9: Regression analysis for the moderator (OM)**

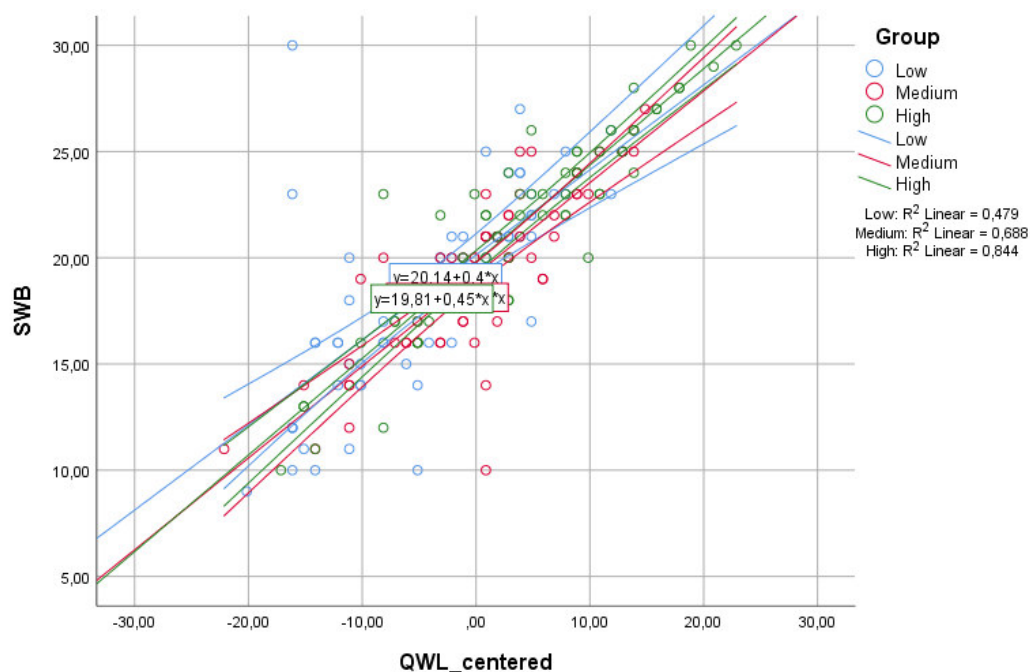
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		Significance F Change
					R Square Change	F Change	
1	.836 <sup>a</sup>	<b>.699</b>	.694	2.58685	.699	138.493	<b>,000</b>

- Independent variables: (Constant), moderator centered, QWL centered, OM centered
- Dependent variable: Subjective well-being

**Table 10: Coefficients**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	-3,594	1,198		-3,000	,003
	IQWL	,424	,021	,827	19,787	,000
2	(Constant)	-3,457	1,177		-2,937	,004
	QWL	,418	,021	,816	19,789	,000
	Moderator (QWL x mattering)	,012	,004	,116	2,804	,006

a. Dependent Variable: Subjective well-being



**Graphic 1: Moderator (QWL x OM)**

The third hypothesis of the study (The employees' perception of organizational mattering (OM) and subjective well-being (SWB) differs according to gender, education level of respondents, and having a managerial position.) was tested by applying independent t-tests, and the results showed that there was a significant difference only according to the gender of the subjects but not the educational background of respondents.

**Table 11 T- Test Group Statistics**

Variables	Gender	N	Mean	Std. Deviation	Std. Error Mean
OM	Female	78	<b>17,1923</b>	2,62880	,29765
	Male	105	15,9429	3,10034	,30256
SWB	Female	78	19,8590	4,63674	,52501
	Male	105	19,7429	4,72520	,46113

**Table 12: Independent samples test**

		F	Sig.	t	Sig. (2-tailed)
OM	Equal variances assumed	1,428	,234	2,873	<b>,005</b>
	Equal variances not assumed			2,944	,004
SWB	Equal variances assumed	,289	,592	,166	<b>,869</b>
	Equal variances not assumed			,166	,868

As can be seen from Tables 11 and 12, respondents' perception of achievement and organizational mattering differed according to gender and in favor of female employees. Accordingly, the third hypothesis of the study is partially supported.

The only research question of the study (To what extent does achievement and organizational mattering

explain the change in the concept of subjective happiness?) was tested with two different regression analyzes. As a result of the first analysis, it was seen that the OM variable only explained about 1/5 of the SWB variable, and the beta value was also quite effective.

The only research question of the study (To what extent does organizational success and organizational importance explain the variance in the concept of subjective happiness?) was tested with two separate regression analyzes.

As a result of the first analysis, it was seen that only the variable of the achievement sub-dimension of OM explained about 1/5 of the subjective well-being, and the beta value was very effective.

**Table 13 SWB Regression analysis**

Model	R	R Square	Adjusted R Square	R Square Change	F Change	Sig. F Change
1	,460 <sup>a</sup>	,211	,207	,211	48,496	,000

**Table 14 SWB Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11,237	1,266		8,873	,000
	<b>Achievement</b>	1,267	,182	<b>,460</b>	6,964	<b>,000</b>

a. Dependent variable:: Subjective well-being

In the second regression analysis, the item "my job affects the organizational functioning" of the achievement sub-dimension of OM explained 22% of the subjective well-being, and as it is seen, the beta value was very (47%) effective.

**Table 15: SWB regression analysis model**

Model	R	R Square	Adjusted R Square	R Square Change	F Change	Sig. F Change
1	,474 <sup>a</sup>	<b>,225</b>	,220	,225	52,402	<b>,000</b>

**Table 16: SWB Coefficient**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,312	1,077		11,427	,000
	My job influences the organizational effectiveness	2,255	,312	<b>,474</b>	7,239	<b>,000</b>

a. Dependent variable: Achievement and organizational mattering

## Discussion

Within the scope of the purpose of the study, it is an important finding that should be taken into account that there is a significant and high level of relationship and interaction between the key concepts of quality of work life, achievement and organizational mattering and subjective well-being. Although the data of the study were collected during the pandemic period and the QWL, OM and SWB were around the average mean values, it shows that the strong and positive correlation between the key research concepts deserves to be taken into account.

It is understood that the sub-dimensions of social relations, health-related problems and financial satisfaction of the concept of quality of work life were the most important ones according to the perceptions of employees. The employees' perception of achievement and organizational mattering is an important source of motivation for the members of the organization and results in each employee feeling happier. It has been a remarkable result of the present study that the perception of organizational mattering plays a critical role in the employees' feeling of satisfaction as a result of organizational activities and strengthens the state of subjective well-being.

In the research findings, it would be appropriate to say that the perception of mattering affects the sense of happiness together with the perception of individual success, not alone, as a result of this concept being used for the first time in an academic study in Turkey, and due to the personality traits and methodological reasons of the respondents included in the sample. This result shows the necessity of using the concept of achievement and



organizational mattering in different work settings in different countries in the future investigations. The main reason for recommending is that the concept of OM as a moderating variable clearly reveals the relationship between the concepts of QWL and SWB as it is visualized in Graph 2 in a positive sense.

It is known that SWB (happiness) which is the life purpose of people from every society to continue their lives, is affected by many factors such as temperament, personality traits, enjoyable career, and social support. It is empirically quite satisfactory for the findings of the current study clearly indicate that what counts for employees is the effectiveness of organizational functions in a business, the strong social ties between coworkers, the assurance of health problems for each employee and his family; provided that the fact that the employees are at a certain level of economic welfare.

In this context, firstly, it is necessary to express that the top management of the organization pays primary attention to the monitoring of organizational functioning in order to motivate the members of the business, and to continuous improvement of the quality of the work life offered to the employees of the enterprise. Secondly, it is understood that monitoring and appreciating the work style and effectiveness of the members of the organization will have a very positive effect on both the contribution to the overall performance of the organization and the happiness of the employees. As it is a well-known fact that happier the worker will be more productive at work.

In brief, it would be appropriate to recommend that it will be beneficial for the discipline of organizational behavior to focus on the individual success and need for attention of organizational employees in future research projects and to add the concepts of organizational structure, richness of organizational communication channels and leadership style in this framework.

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