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Mediation Role of Organizational Commitment in The Effect of Work Quality and Leadership Support in Work Performance

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ABSTRACT

In today's fast-growing rivalry, businesses are able to maintain their lives and deal with their opponents are closely related to their performances. Many studies have revealed that business quality of life and leadership support in enterprises are effective in improving work performance. In the frame of this research, it is emphasized that business life quality and leadership support and mediation and organizational commitment were examined. There were 250 health workers working at Gaziosmanpaşa University Hospital participated in the study. The correlation values of health workers' quality of life, perceived leader support, job performance and organizational commitment were examined, and a positive and significant relationship was found between all variables. It has been determined that organizational commitment plays a role as a mediator in the effect of business quality of life on business performance and organizational commitment plays a role of mediation in the relation between leader support and business performance.

Key words: Work life quality, leadership support, work performance, organizational commitment.

1. INTRODUCTION

In recent years, work quality of life has been accepted as one of the most important events for organizations embracing contemporary management approach (Elma & Demir, 2014). In researches, there is not much definitions about work quality of life and in these definitions, it is attention grabbing that there is not a total reconciliation provided (Campos & Souza, 2006).

While Chan and Wyatt (2007) describe the quality of work life is an appropriate working conditions in which employees are encouraged and supported by the providing of rewards, job security and development opportunities; Sirgy, Efraty, Siegel and Lee (2001) defined it as satisfaction of a wage earner towards the meeting of the needs such as source, activity or outputs in a result of a participation in work place (Çelmeçe & Işıklar, 2015).

There are two important theoretical approaches related to work quality life in researches. These are the fulfilling of needs and the spillover effect approaches. The approach to addressing needs is based on the model of meeting the needs developed by Maslow. According to this approach, people have the basic needs that they need to be fulfilled through work, and the employees are satisfied with the work they are doing to the extent that they meet their needs. The spillover effect approach is based on the assumption that satisfaction in one area of life can affect satisfaction in other areas of life. Horizontal spillover means that work satisfaction may affect the family life satisfaction. Vertical spillover suggests that general life satisfaction affects hierarchically lower level of satisfaction such as; family, leisure time, health, financial and other areas (Chan & Wyatt, 2007; Çelmeçe & Işıklar, 2015).

The health sector, one of the most important branches of the service sector, is a labor-intensive field. Management is an important issue in the healthcare sector, where human value is better understood both in the field of work and in daily life, aiming to improve human health and life.

The main person that can strengthen health care quality in health institutions is the leader. According to Breemhaar and Van Den Borne (1991), a successful leadership empowers his/her staff, creates a

mutual confidence atmosphere, increases job satisfaction, patient care quality and organizational commitment to achieve organizational goals such as catalyzing health care services.

People who will show leadership in these services has a great importance in terms of being able to create a response to new methods and develop these permanently (Lazarus, 2009; Uno & Zakariasen 2010). Leadership in health services carry a crucial importance in aspects of following innovations and being adapted to current situations. In this situation, there is a need for leaders to be innovative, knowledgeable collaborators, collective employees, good communication, distributing authority to subordinates, and enabling them to trust their selves so that health workers can produce quality health care and work sufficiently (Scott, 2010).

Many different definitions have been made relate to the term of leadership. While Koçel (2010) defines leader as a person who drives a group of people to behave towards a specific purpose and who they follow in order to realize their personal and group goals, their demands, their orders and instructions, Slavkin (2010) defines people who are moral, trusted, who work for the mission and vision of the organization they are affiliated with, who can communicate well with their subordinates, motivate them to reach the targets of the organization and increase the profit of the business (Çelmeçe & Işıklar, 2015).

In this day, leaders must assemble the personality traits and experiences they have gained in education and business life to bring about the behaviors that will have a positive effect on organizational performance, such as bringing out the powerful sides of their subordinates and improving their relations with their subordinates (Özalp & Öcal, 2000). When the researches on the leadership support are examined, it seems that some common features emerged. First of all, they want to see their leaders as having a supporting role in their own business life. Already the leader's mission is not to evaluate, punish, or reward his subordinates' work. Besides, supporting the employees is one of the leaders' tasks. It is the leader support in the light of these statements; the evaluation of the contribution of leaders to their employees, business and their welfare (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002).

When the body of literature on leadership support is examined, it is possible to find out the relationship between organizational variables such as innovation, work-family conflict, feelings of self-management, work and life satisfaction, and organizational identification. Kale (2015) mentioned that effect of leader support and colleagues support in work performance in the result of examination of the work and life satisfaction for mediation role even though leader support increase both employees' work and life satisfaction; it was determined that leader support has no direct effect for work performance.

In the studies conducted about leadership perceptions of workers there was a positive relationship found between, work productivity levels (Uysal, 2012; Uysal, Keklik, Erdem & Çelik, 2012), work satisfaction (Arslan, 2015; Mete, 2014; Taş & Önder, 2010; Tengilimoğlu & Yiğit, 2005), exhaustion (Telli, Ünsar & Oğuzhan, 2012), motivation (Büyükyavuz, 2015), organizational commitment (Çelmeçe, Işıklar, Macar & Kaya, 2017; Diker, 2014), work satisfaction (Bozkır, 2014), work life satisfaction (Çelmeçe & Işıklar, 2015), work performance (Akman, Haroğlu & Kızıllı, 2015).

In recent years, in the frame of organizational support theory, researchers have examined the contribution of leader support to attitudes and behaviors of wage earners. A supportive organizational environment, including leader support, improves the quality of work and job performance of employees by improving their positive attitudes towards work (Akman, Haroğlu & Kızıllı, 2015; Çelmeçe & Işıklar, 2015).

Work performance; is realized to reach a set of goals, goals, or roles related to a work, role, or organization, but the actual results of their actions are carried out in a job. Work performance is not a single action but a complex activity. On-the-job performance is a distinct behavior and a distinct situation (Jacobs, Mannion, Davies, Harrison, Konteh & Walshe, 2013) from the results of success

and efficiency of a particular job. Dimensions of work performance are these; basic task performance, creativity, performance in training programs, organizational citizenship behaviors, safety performance, intentional work behaviors, workplace aggressiveness, substance use while working, being late and absenteeism (Thomas & Feldman, 2008).

Research on business performance has a strong relationship between performance and personality characteristics. There is also a meaningful relationship between work experience and performance of employees. Besides, job satisfaction, which is one of the main indicators of job attitude, has been found as a meaningful predictor of performance (Judge, Bono, Thoresen & Patton, 2001). In some recent studies, it has been discovered that organizational commitment is another important factor related to performance. In some studies, focusing on two variances, employees with high organizational commitment were observed to have high performance (Tolentino, 2013).

Wiener (1982) explains organizational commitment as a positive evaluation of the organization in which it works and its movement in line with its aims; Aktay (2010) defines the organization as an inevitable desire to working hard and stay in the institution.

There are different classifications related to organizational commitment, but generally accepted classification is Allen and Meyer's organizational commitment classification (Meydan, Basım & Çetin, 2011). Allen and Meyer (1991) examined the organizational commitment in three dimensions; emotional commitment, continuity and normative commitment. Emotional attachment is defined as considering the negativity of the employees who work in the business emotionally and wanting to remain in the organization with their own preferences, continuity, cost due to the quitting of the employees from the organization and continuing to work as a necessity. Normative commitment is expressed as employees' sense of duty as a moral duty and because they believe that they should not leave the organization (Allen & Meyer, 1993). The common part between these three forms of commitment (emotional, continuing, and normative) reflects a psychological condition that affects employees' decisions and their whether their association with the organization will continue or not (Allen & Meyer, 1993; Çelmeçe, Işıklar, Macar & Kaya, 2017).

In this research, it was aimed to determine the effect of health workers' quality of life and leadership perceptions on job performance and the role of organizational commitment on this effect. In accordance with this purpose;

- ✓ Is there any relationship between work life qualities and work performances of health workers?
- ✓ Is there any relationship between perceived leader support levels and work performances of health workers?
- ✓ Does organizational commitment have a mediation role in the relationship between work life qualities and work performances of health workers?
- ✓ Does organizational commitment have a mediation role between perceived leader support levels and work performances relationship of health workers?

2. METHOD

The research was done in a relational survey model in order to determine the mediating role of organizational commitment in the effect of health workers' quality of life and leadership perceptions on work performance. Study population of the research consists of health workers working at Gaziosman Paşa University Hospital. The sample of the study consisted of 250 health workers determined by random sampling method from the employees.

2.1. Scaling Tools

Work Life Quality Scale. The Work Life Quality Scale was improved in 2001 by Sirgy, Efraty, Siegel and Lee. The scale consists of 16 articles related to the satisfaction of 16 needs. All of the articles that

form the scale are aimed to scale the quality of work in the workplace. The first three items of the scale (1, 2, 3) measure the satisfaction of your health and safety needs. Items 4, 5 and 6 are intended to measure the satisfaction of family and economic needs. 7 and 8 numbered articles aim to measure the satisfaction of social needs. 9 and 10 articles aim to measure the level of satisfaction with respect. 11 and 12 numbered articles scale the extent to which self-realization needs are satisfied. 13 and 14 numbered articles measure the extent to which information needs are satisfied. Questions 15 and 16 are intended to measure the satisfaction level of aesthetic needs. Confirmatory factor analysis was conducted by Sirgy, Efraty, Siegel and Lee (2001) to test the validity of the original scale and it was found that 16 articles came from seven factors and these seven factors came from a single factor. The Cronbach Alpha reliability coefficient of the Work Life Quality Scale was calculated as 0.78.

Perceived Leadership Scale. There was a 5-question scale developed by Netemeyer et al. (1997) used to scale the leadership support perceived by employees. In this study, the scale used in the study of Ackfeldt and Coote (2005) was applied and used by us. Reliability analyzes were done by Akkoç et al. (2012) and Cronbach alpha reliability coefficient was determined as ,92.

Work Performance Scale. Scaling of the work performance of employees; The work performance scale was used first by Kirkman and Rosen (1999), and then by Sigler and Pearson (2000). Questions on a scale consisting of four questions "The performance level I have exhibited in my work is high" and "I can highly reach out my work aims". A four-item scale developed by Netemeyer et al. (1997) was used to determine the level of person organization adaptation in the businesses. The Cronbach Alpha reliability coefficient of scale was calculated as 0.82.

Organizational Behavior Scale. "Organizational Commitment Scale" developed by Meyer and Allen (1991) and adapted to Turkish by Wasti (2000) was applied in research. This scale, which was formed in the form of a five-point Likert-type grading format and scored in the form of "never agree" (1) and "completely agree" (5), consists of 18 articles in three dimensions (emotional, normative and continuity commitment). The results of Wasti's (2000) analysis to test the validity of the scale brought out that the scale verified the Turkish form was in 3D and that the value loadings of the scale articles changed between 20 and 72. Moreover; reliability coefficients for emotional commitment was 78, for normative commitment. 75 and for continuity commitment it was calculated as 58 (Wasti, 2000).

3. FINDINGS

Findings related to work life quality, perceived leadership, work performance and organizational commitment behaviors of health workers' correlation values given in the Table 1.

Table 1. Correlation values related to work life quality, leadership support and organizational commitments of health workers

	1	2	3	4	5	6
Work Life Quality	----					
Leader Support	.41**	----				
Work Performance	.39**	.61**	----			
Emotional Commitment	.46**	.64**	.59**	----		
Continuity Commitment	.51**	.87**	.64**	.49**	----	
Normative Commitment	.43**	.75**	.54**	.51**	.61**	----

When the Table 2 is examined, there was a positive relationship found between; Work Life Quality and Perceived Leadership $r=.41$ ($p<.01$), work life quality and work performance $r=.39$ ($p<.01$), work life quality and organizational commitment's emotional commitment sub dimension $r=.46$ ($p<.01$), work life quality and organizational commitment's continuity commitment sub dimension $r=.51$ ($p<.01$), work life quality and organizational commitment's normative commitment sub dimension $r=.43$ ($p<.01$). There was a positive relationship found between perceived leadership behaviors and work performance $r=.61$ ($p<.01$), perceived leadership and organizational commitment's emotional commitment sub dimension $r=.64$ ($p<.01$), perceived leadership and organizational commitment's continuity sub dimension $r=.87$ ($p<.01$), perceived leadership and organizational commitment's

normative commitment sub dimension $r=.75$ ($p<.01$). There was a positive relationship found between; work performance and organizational commitment’s emotional commitment sub dimension $r=.59$ ($p<.01$), work performance and organizational commitment’s continuity commitment sub dimension $r=.64$ ($p<.01$), work performance and organizational commitment’s normative commitment sub dimension $r=.54$ ($p<.01$). There was a positive relationship found between emotional commitment and continuity commitment sub dimensions $r=.49$ ($p<.01$), emotional commitment and normative commitment sub dimensions $r=.51$ ($p<.01$). There was a positive relationship found between continuity sub dimension and normative commitment $r=.61$ ($p<.01$).

Regression analysis related to work life quality and perceived leader support’s effect in work performance given in the Table 2.

Table 2. Regression analysis results related to prediction of work performance

Variances	Work Performance		F	β
	R2	Düz. R2		
Work Life Quality	.17	.19	57.1**	.43**
Leader Support	.23	.22	41.3**	.39**

As a result of the regression analysis which was applied to determine the extent to work life quality and perceived leader support predict the performance of the work or not, it is seen that the quality of work life has a meaningful and positive effect on the work performance. As a result of these analyzes, perceived leadership support seems to have a meaningful and positive effect on business performance.

A three-step regression analysis proposed by Baron and Kenny (1986) was conducted to explain the impact of Work Life Quality (WLQ) on Work Performance (WP) and its mediating role in Organizational Commitment. According to this method, the argument must be an effect on the dependent variable and the intermediate variable. When the tool is included in the regression analysis together with the variable independent variable, the regression coefficient on the dependent variable decreases while the dependent variable has a significant effect on the dependent variable (IP). In this aspect, in order to determine the intermediary role of the workers' LFA level, the relationship between WLQ, WP and OC was examined through hierarchical regression analyzes and Sobel tests were applied. The findings of the mediation test are given in Table 3.

Table 3. Mediation Test Results

	β	
	OC	WP
WLQ	Test 1	
	WLQ	
	R2	
	F	
	Test 2	
	WLQ	
	R2	
	F	
	Test 3	
	WLQ	
OC		
R2		
F		
Sobel Test (z)		

* $p<.05$ ** $p<.01$ *** $p<.001$

In the Table 3, the relationship between the independent variable Work Life Quality (WLQ) and Work Performance (WP) can be seen. In the first step of this phase, WLQ was found to significantly affect WP ($\beta = .42$, $p <.001$). In the second step, the effect of the WLQ to the examined OC was examined. As a result of the analysis, WLQ significantly affected the OC ($\beta = .62$, $p <.001$). In the second phase of the analysis, the effect of the OC on the WP was examined. As a result of the analysis, it was seen

that the OC significantly affected WP. ($\beta = .54, p < .001$). In the final step of the analysis, the WLQ and the examined OC were analyzed together and the effects on the WP were examined. As a result of this analysis, the effect of WLQ on WP was disappeared ($\beta = .10, p > .05$), and the effect of OC on WP was continued ($p = .56, p < .001$). This indicates that full intermediary conditions are provided. After these conditions were met, Sobel test was performed to confirm the mediating effect and Sobel (z) was found significant ($z = 4.3, p \leq .001$). This finding shows that the WLQ takes on the full mediation role of the OC in cche impact of WP.

A three-step regression analysis was conducted to explain the influence of Leader Support (LS) on Work Performance (WP) and its influential Organizational Commitment (OC). The findings of the mediation test are given in Table 4.

Table 4. Mediation Test Results

		β	
		OC	WP
LS	Test 1		
	LS		.43***
	R2		.22
	F		61.2***
	Test 2		ÖB→İP
	LS	.63***	.54***
	R2	.41	.37
	F	171.2***	121.2***
	Test 3		
	LS		.13*
	OC		.53***
	R2		.34
	F		63.3***
	Sobel Test (z)		5.3***

* $p < .05$ ** $p < .01$ *** $p < .001$

Table 4 puts forward the relationship between independent support leader support (LS) and business performance (WP) in the first stage of the mediation test for leader support. In the first step of this phase, LS significantly affected WP ($\beta = .43, p < .001$). In the second step, the effect of the LS on the examined OC was examined. As a result of the analysis, LS significantly affected the PD ($\beta = .63, p < .001$). In the final step of the analysis, the LS and the examined PB were analyzed together and the effects on the WP were examined. As a result of this analysis, the effect of LS on LS was decreased ($\beta = .13, p \leq .05$), and the effect of LS on WP continued ($\beta = .53, p < .001$). This indicates that partial intermediary conditions are met. The Sobel test was performed to confirm the mediating effect after these conditions were met and Sobel (z) was found to be significant ($z = 5.3, p \leq .001$). This finding suggests that LS has a partial mediating role for PD under the influence of WP.

4. DISCUSSION AND COMMENTS

The correlations between health care workers' quality of life, perceived leadership support, job performance and organizational commitment were examined, and all variables were meaningfully and positively related to each other. As a consequence of the regression analysis performed to determine that if work quality of life and perceived leadership support predict the performance of the work or not, it is seen that the quality of work life has a meaningful and positive effect on the job performance. As a result of these analyzes, it is seen that perceived leadership support has a positive and meaningful effect on work performance.

In the study of Çelmeçe ve Işıklar (2015), examined the relationship between work quality of life and perceived leadership in health workers and found a positive and meaningful relationship. It has been found that as the leadership behaviors of the health workers increase, the level of the work quality of life increases. (2017) found a positive and meaningful relationship between ethical leadership and business performance in their research on factory workers. In the research done by Çekmecelioglu

(2014), it was found that the performance style of leadership and human dignity is related to work performance, emotional commitment, the intentions on different job attitudes such as intentions were examined in detail and meaningful results were gained. In this frame, it is seen that the leadership towards duty has a positive effect on the mental emotional commitment but there is no statistically significant effect in the employees work performance and intention to leave the job.

When the mediating role of Organizational Commitment between Job Life Quality and Business Performance is considered, it is determined that WLQ has the role of full mediation role of OC in the influence in WP.

When the role of Organizational Commitment in the relationship between Leader Support and Work Performance is examined, it has been determined that LS has a role of partial mediation role of OC in the influence in WP.

In today's working life, businesses have to keep their lives, have the power to compete, and increase their productivity, depending on how many factors come together in the most favorable conditions. Since human resources can be taken at the top of these factors, it is important to use this resource in the most efficient way in terms of businesses.

With the swift enhancement of the industry, the concept of performance has become even more important. There are studies has been started to increase the performance of the wage earner by the organizations in aspects of this crucial situation. These studies directly affect both the wage earner and the business.

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