

T.R.
ISTANBUL SABAHATTIN ZAIM UNIVERSITY
GRADUATE EDUCATION INSTITUTE
BUSINESS ADMINISTRATION DEPARTMENT

**THE MODERATING EFFECT OF ORGANIZATIONAL
CULTURE ON THE RELATIONSHIP BETWEEN
SERVANT LEADERSHIP AND EMPLOYEE
WELL-BEING**

MA THESIS

Aslıhan KARAKUŞ

Istanbul
October-2024

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This study has been approved in partial fulfillment of the requirements for MA Degree in School of Social Sciences Business Administration Department

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DECLARATION OF SCIENTIFIC ETHICS AND ORIGINALITY

This is to certify that this MA thesis titled “**The Moderating Effect of Organizational Culture on The Relationship Between Servant Leadership and Employee Well-Being**” is my own work and I have acted according to scientific ethics and academic rules while producing it. I have collected and used all information and data according to scientific ethics and guidelines on thesis writing of Sabahattin Zaim University. I have fully referenced, in both the text and bibliography, all direct and indirect quotations and all sources I have used in this work.

Signature

Aslıhan KARAKUŞ

Istanbul, October-2024

ACKNOWLEDGEMENTS

I thank myself for believing in me.

Aslıhan KARAKUŞ
Istanbul, October-2024



ABSTRACT

THE MODERATING EFFECT OF ORGANIZATIONAL CULTURE ON THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND EMPLOYEE WELL-BEING

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Master, Business Administration

Supervisor: Asst. Prof. Dr. Semiha EKİCİ ŞİMŞEK

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Recently, employees are perceived the most valued asset of organizations in challenging business world. There is an increasing attention to understand the employees' well-being at organizations. Since the concept of servant leadership is a novel topic, it was valuable to examine. Apart from that, organizational culture also became an imperative research topic for researchers for several times. Accordingly, the moderating effect of organizational culture on the relationship between servant leadership and employee well-being is a developing research topic for the current literature.

Each well-being measurement is affected by the servant leadership was measured separately and the moderating effect of organizational culture was questioned. The questionnaire we sent to 600 full-time employees working in different industries in Istanbul. Measurement scales for each dimension carefully chosen from the literature. A quantitative research method was implemented through a survey to gather data on this subject, and only 400 out of 600 employees contributed to the survey. The data were examined using a structural equation modeling (SEM) framework, correlation also regression analysis. The research was led by nine hypotheses which were measured the influence of a specific aspect of servant leadership on employee well-being as well as moderating effect of organizational culture regarding this relationship.

The SEM results specified that organizational culture did not moderate the relationship between servant leadership and employee well-being extents. Regression analysis exhibited that there was a statistically significant relationship between servant leadership and employee well-being, and the demographic variable neither directly nor indirectly affect the relationship between the servant leadership and employee well-being.

Nevertheless, this research also admits numerous limitations, since the concept of servant leadership is a novel topic, it was challenging to access data in terms of primary and secondary data. Moreover, the disadvantages of simple random sampling method and the cross-sectional nature of the study let some difficulties arise. Taking into consideration the findings, the implications of the research are deliberated and recommendations for forthcoming research are made available.

The academics may get benefits of the results of this study since after the revision of the current literature it was noticed that there was not any research on this topic. Furthermore, the managers may practice the outcomes of this research to get insight into what leadership activities positively upsurge employees' well-being in addition advance their superiority of life. The outcomes of the research may suggest a stage for further study regarding the relationship the servant leadership between employee well-being moderated by organizational culture.

Key Words: Organizational Culture, Leadership Styles, Employee Well-Being, The Servant Leadership

ÖZET

HİZMETKAR LİDERLİK İLE ÇALIŞAN MUTLULUĞU ARASINDAKİ İLİŞKİDE ÖRGÜT KÜLTÜRÜNÜN DÜZENLEYİCİ ETKİSİ

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Son zamanlarda zorlu iş dünyasında kurumların en değerli varlığı çalışanlar olarak algılanıyor. Kuruluşlarda çalışanların refahını anlamaya yönelik artan bir ilgi var. Hizmetkâr liderlik kavramı yeni bir konu olduğu için incelenmesi değerli görülmüştür. Bunun dışında örgüt kültürü de araştırmacılar için önemli bir araştırma konusu haline gelmiştir. Bu doğrultuda, hizmetkâr liderlik ve çalışan refahı arasındaki ilişkide örgüt kültürünün düzenleyici etkisi güncel literatür için gelişmekte olan bir araştırma konusudur.

Hizmetkâr liderliğin etkilediği her bir refah ölçümü ayrı ayrı ölçülmüş ve örgüt kültürünün düzenleyici etkisi sorgulanmıştır. İstanbul'da farklı sektörlerde çalışan 600 tam zamanlı çalışana anket dağıtıldı. Her boyut için literatürden özenle seçilmiş ölçüm ölçekleri kullanıldı. Bu konuda veri toplamak için anket yoluyla nicel bir araştırma yöntemi uygulanmış ve ankete 600 kişiden sadece 400 çalışan katkıda bulunmuştur. Veriler yapısal eşitlik modelleme (SEM) çerçevesi, korelasyon ve regresyon analizi kullanılarak incelenmiştir. Araştırma, hizmetkâr liderliğin belirli bir yönünün çalışan refahı üzerindeki etkisini ve bu ilişkiye ilişkin örgüt kültürünün düzenleyici etkisini ölçen dokuz hipotez tarafından yönlendirilmiştir.

SEM sonuçları, örgüt kültürünün hizmetkâr liderlik ile çalışan refahı arasındaki ilişkiyi düzenleyici etkisi olmadığı sonucunu göstermiştir. Regresyon analizi, hizmetkâr liderlik ile çalışan refahı arasında istatistiksel olarak anlamlı bir ilişki olduğunu ve demografik değişkenin hizmetkâr liderlik ile çalışan refahı arasındaki ilişkiyi ne doğrudan ne de dolaylı olarak etkilediğini göstermiştir.

Bununla birlikte, bu araştırma aynı zamanda çok sayıda sınırlılığı da kabul etmektedir, hizmetkar liderlik kavramı yeni bir konu olduğundan, birincil ve ikincil veriler açısından verilere erişmek zordu. Ayrıca, basit tesadüfi örnekleme yönteminin dezavantajları ve çalışmanın kesitsel olması bazı zorlukların ortaya çıkmasına neden olmuştur. Bulgular göz önünde bulundurularak, araştırmanın sonuçları tartışıldı ve gelecek araştırmalar için öneriler sunuldu.

Mevcut literatürün gözden geçirilmesinden sonra bu konuda herhangi bir araştırma olmadığı fark edildiğinden, akademisyenler bu çalışmanın sonuçlarından yararlanabilirler. Ayrıca, yöneticiler, hangi liderlik faaliyetlerinin çalışanların refahını olumlu yönde artırdığına ve yaşam üstünlüklerini artırdığına dair fikir edinmek için bu araştırmanın sonuçlarını uygulayabilirler.

Araştırmanın sonuçları, örgüt kültürü tarafından yönetilen çalışan refahı ile hizmetkâr liderlik arasındaki ilişkiye dair daha fazla çalışma yapılması için bir aşama önerebilir.

Anahtar Kelimeler: Örgüt Kültürü, Liderlik Stilleri, Çalışan Mutluluğu, Hizmetkar Liderlik

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ABBREVIATIONS

SL: Servant Leadership

EW: Employee Well-being

OC: Organizational Culture

PA: Positive Affectivity

NA: Negative Affectivity

SWB: Subjective Well-being

PWB: Psychological well-being

WWB: Workplace Well-Being

HLA: Servant Leadership Questionnaire

EHS: Employee Happiness Scale

SLS: Servant Leadership Survey

SPSS: Statistical Package for Social Science

CFA: Confirmatory Factor Analysis

EFA: Exploratory Factor Analysis

ANOVA: One-way Variance Analysis

Et.Al. : And Others

CHAPTER I

INTRODUCTION

In the early 21st century, it has been seen that the moral of leaders is not only for the good of society. but also, it is necessary for sustainable organizational success. In addition, the direction of research started to begin to change significantly. Therefore, moral leadership theories as transformational, ethical, authentic and servant leadership have recently begun to attract great attention in human sciences.

1.1. Problem Definition

Although researches on the notion of the servant leadership have increased in recent years, in what way it differs in accordance with cultures is the questions amongst still awaiting answers. Furthermore, the servant leadership theory, definitions also functions are further expecting description and study.

Correspondingly, the servant leadership concept has a clear relationship with employees' well-being in terms of empowerment and innovative behaviors. Although the organizations, that prioritize servant leadership, have been labelled as high performance; still the reason of showing high performance has not been examined in detail.

Servant leadership, especially compared to other philosophies, the concept commits at individual and team levels, as well as integrated approach and comprehensive concentration in influencing outcomes such as organizational citizenship behavior, job performance and job satisfaction. By reason of its vital role, it has been the most promising and most investigated subjects in the last few years (Parris & Peachey, 2013: 120).

The managers or leaders, who custom effective servant leadership practices, create a social modification that makes employees feel valued which generates effective human relationships and return positive results to the organization in addition to encouraging employee commitment and creativity resulting in well-established employee well-being and encouraged, positive social behaviors in organizational commitment.

In order to define employee well-being, it can be mentioned two approaches; the first approach is the hedonic approach that outlines well-being thru pleasure and escaping of pain also emphases on pleasure in life; the second approach is called as the eudaemonic approach that emphases on meaning, growth and self-fulfillment in life, it also defines well-being by means of displaying full functioning, realizing the potential as well as reaching the maximum capacity in a being's life (Ryan & Deci, 2001: 141).

The workforce's perceptions of aim and belonging at work are importantly impacted by the social structure named as the organization. Therefore, employee well-being may be reviewed as a multi-dimensional structure associated to optimal experience as well as functioning in the workplace. Furthermore, it can be considered as an umbrella which covers different conceptual structures used in the organizational arena (Keyes, 1998: 121; Ryff, 1995: 103). In point of fact, there are numerous unlike perceptions used by means of indicators of employee well-being in the arena of organizational behavior. For instance, perceptions as job satisfaction, commitment to work, positive emotions at work, state of flow at work, inherent motivation, vigor are concepts that have been studied for many years as positive indicators of employee well-being (Diener, 2000: 34-43). Along with these perceptions of positive well-being, concepts as boredom, burnout, workaholism and negative emotions at workplace also used in the researches as negative indicators of employee well-being. All these perceptions are diverse nonetheless interrelated structures which outline different facets of well-being in the workplace in a positive or negative way that complement each other.

On top of job demands, all constant and dynamic environmental circumstances, events and interactions in the working area have positive or negative effects on an employees' physical, psychological, emotional as well as social well-being. The pioneers of employee well-being, that is, the aspects of defining the well-being of employees at workplace, contain the employee as a being (individual characteristics), the environment (job characteristics) and the interactions between them. In other saying, it rests on individual aspects as personality and job characteristics, past experiences, all the relationships between employees, as well (Cvenkel, 2018: 71-90).

Separately, every organization develops its own guidelines which are shaped by the beliefs and views of the management. Consequently, these guidelines that generate the organizational culture in addition control the way jobs are done change in every organization. organization have their own different and particular rules and practices. Moreover, the views stated by the managers regarding what is accurate or mistaken in organizations as well as what is significant or insignificant, are effective in making decisions and are guidelines for the members of the organization and guide them. This circumstance generates a control mechanism in the entire organization that regulates the progression of how the job done in different units accordantly within the organization (Fisher, 2014: 9-33). In point of fact, the culture of an organization is in what manner and way jobs are done in the organization. In this manner, it can be labelled as the culture of the organization is the personality of that organization. The culture differentiates an organization from other organizations, and this is hard to change. The cultures of organization are affected by historical events, the present circumstances, the know-how used and the way of how employees working in the organization. The organization have diverse cultures which comprising certain values, guidelines and beliefs. Additionally, such differences are reproduced in the organizational systems and structures of organization (Findler et. al., 2007: 63-94). With the intention of being a member of the organization, it is essential to recognize the guidelines and obey them in order to take a place and stand strong in the organization. An employee who worked in more than a few diverse organizations may immediately realize the variances in how tasks are accomplished in the organizations s\he works in, different working surroundings, differences from the point of self-determination and different characters from one another.

1.2. Importance of Research

In order to underline the importance of the research, it is the most accurate way to understand the components of the research. In notion of the servant leadership, in keeping with Greenleaf (2002:151) servant leaders are servant preliminary and assurances that the working class has the highest significance are being obliged. Moreover, in the viewpoint of the employees', if the servant leaders seem to provide empowerment and reliable by all assumptions thus, they are supported by the followers

in addition to effort in their best consequently productive environment created in the organization. The servant leaders able to politely lead the workers in a changed path and allow to discover their capacities if the job, that the employees work, does not custom their skills or capabilities. The servant leaders who serve their followers thru participating in their well-being and development whereas attaining the tasks and targets that they desire to accomplish for benefit of each part in the organization (Page & Wong, 2000: 2-8) Moreover, leaders who focus on serve constantly search for finding out what the followers' requirements to be effective. Rather than requiring the employees to satisfy them, servant leaders attempt to create a difference in their lives that reinforces the organization (Vinod & Sudhakar, 2011: 456-467). The most vital responsibility for the servant leaders to identify followers' requirements, goals, abilities and desires thru personal communication. On condition that they gather the information that they need, the process of supporting them in reaching their potential also growth their self-confidence starts (Liden et. al., 2008: 162). Accompanied by recognizing the necessities of followers', servant leaders highlight the essential for prudential management in the establishment, as well (Taylor & Pearse, 2009: 226). Servant leadership is perceived as an ethical form of leader actions with skills that are appropriate and acceptable for times of crisis and chaos. It distinguished that an effective servant leadership is a driver and connection for positive work consequences because of its characteristics. An effective leader is talented to inspire the followers not only through working situations, but also through motivation, connection, empowerment, and trust. An efficient servant leader holds the power of regulating the circumstances of the organization in terms of employees (Laub, 1999: 83). Furthermore, the employee well-being is key to any organization's success. As soon as the organization deliberates employees' well-being, they have a tendency to become further productive, involved, also inspired to effort. Sequentially, this guides to a more powerful and productive labor force, which is important for the development and achievement of the organization.

It has to be noticed that investing in member of staff welfare has numerous benefits, counting improved worker retention, augmented innovation, also better organization reputation. When it is taken care of the workforces, in reply, they care for the

organization. Thus, satisfied and well workforces are more creative and take rarer sick leaves by this manner this situation lessens healthcare costs, so the capital may be operated for the development of the organization. It also represents an optimistic image of the company in the eye of clients, as clients prefer organizations that take place their employees' requirements initial.

The employee well-being is considered as an investment for the organizations. An effective leader advance organizations value, augment employees' self-esteem also the workforce who possessing the accurate psychological health and wellbeing policies in place may aid to prevent problems from rising, advance their fulfillment and engagement wherein showing the workforce who are valued and listened to the needs makes them more expected to engage in work, retention which generating loyalty and care for workforces makes them fewer likely to search for different jobs and reduce turnover, shape an improved brand reputation, increase creative and innovative thinking amongst the workforce as well as reduce absenteeism that the employees who feel their welfare requirements are being met are more likely to return from sick leave on time and healthcare costs. The employee well-being efforts are utmost effective once practiced across each stage of the organization. In terms of leadership, leaders are dynamic participant, supporter for well-being policies, model work-life flexibility to demonstrate it's an importance, underline member of staffs' needs and job issues, establish accurate deadlines and expectations, express honest appreciation. In terms of the workforces, the employees turn out to be a self-advocate and actively contribute in organizations social events (Bakker & Oerlemans, 2011: 178–189).

Finally, importance of the organizational culture resides in an important concept for a number of reasons. First of all, realization the culture of an organization helpful for each member of the organization. They can partake a better awareness regarding whether they are interested in working for an organization. Following, awareness the culture of an organization benefits in training new personnel. Last of all, consciousness of the organizational culture support leaders to recognize possible foundations of problems in the organization. Furthermore, a strong organizational culture motivates to the workforces for new innovation, good product value and creative thinking as well as helps to stand against to global competition, altering forms of technology and

environment also teaches each member of the organization in what way perform to stakeholder of organization through organizational behavior in addition provides numerous productive facts of any organization as high ethical in the workforces, generate a competitive environment in the organization. Consequently, the workforces engage with organization loyalty and give supreme services to clients as well as awareness to customer requirements and astonishing commitment to customer services.

On the top of above, the significance of organizational culture can be coped with leadership; there are numerous ways in that leadership is vital with respect to organizational culture. First of all, leaders of an organization possess play a chief role in recognizing the fundamentals of the organization's culture. The good leaders clarify the organization's current values, beliefs and norms. Subsequently, after classifying the existing elements of the organization's culture, the leaders identify the specific ethics, beliefs, and standards which may participate to major difficulties in the organization. Last of all, later recognizing the possible negative foundations, the leaders develop tactics to adopt a positive organizational culture alteration. The leaders generate the elements of an additional perfect culture, grow particular behaviors to communicate the variations and advance methods to encourage the workforce to implement the new culture (Schein,1997: 17-90).

It is a fact that the organizational culture straightly influences the organization and its members, in addition its accommodating in to regulate and devolve the job performance and employee turnover. It is the working environment framed from the communication of the employees in the workplace also important to create a powerful working environment, an improved social relation which inspires the workforces to complete responsibilities besides put their supreme production in the direction of attainment of organizational targets with their individual objective (Schneider, 1975: 447-480).

The culture generates a sense of communal identity to all the workforces in the organization, it produces morals and principles that exceed the individual objectives of the employees. The employees' activities are better understood by the management when their decisions and performance are directed by the culture. A powerful and

influential work culture have a major role in devolution of any organization in addition deliver strong point for standing to global challenges and cut-throat competition.

All reasons behind the motivation of why this topic was chosen by the researcher was detailed.

1.3. Research Purpose

One of the purposes of the research is to produce an extensive empirical information concerning the servant leadership and the employee well-being. Noticeably, the notion of servant leadership is a new concept in the world also particularly in Türkiye. Initial of the research, it is noticed that there are restricted studies on servant leadership in the social sciences literature, consequently its adaptations are also innovative for the organizations in addition efforts are needed to implement it.

The another of this study will be consisting of understanding how the servant leadership, that has been an important concept in Türkiye recently, as agreed if in private organizations and whether it has become established as an organization policy as well as has been tried to be institutionalized by the managers. With the intention of creating a broad awareness regarding the servant leadership; the definition of it, the types of leadership styles, its characteristic features, and the servant leadership models of the reputable authors in the literature will be contained within the thesis.

The alternative objective of the research is to examine the outcomes of the employees and the servant leadership on innovative behavior and employee empowerment. For the reason that the servant leaders, who are expected to perform in an ethical framework, will be expected to psychologically strengthen the workforce and inspire pioneering behavior directly or indirectly. Therefore, it is intended to offer awareness interested in the key factors that allow the workforces to be healthier, more inspired, motivated and have higher stages of well-being. On the contrary, it aims to provide insight into the root causes of poor health conditions and the way they interact with.

In this framework, another objective of this thesis is to academically clarify the employee well-being, which is realized as one of the chief determining factors of the member of staffs' performance. It will be endowed to reveal the ways in which the

employee well-being is influenced by job resources and job demands, which are its antecedents in the context of job characteristics, and by individual resources and individual demands, which are its antecedents in the context of individual characteristics.

Along with identifying the possible moderating characters of these antecedents in their relations and interactions with the employee well-being. The definition and philosophy of the employee well-being will be discussed in terms of hedonic view and eudemonic view in addition the elements that create employee well-being and their importance will be discussed.

The main drive of the thesis is the intention of examining the leader-member interaction relations in the framework of servant leadership approach and to reveal whether organizational culture has a controlling role in this relationship. Furthermore, with the intention of clearing up this point, in the thesis model; leader-member interaction and organizational culture will be assessed together. Moreover, the data concerning the servant leadership approach will be attained via a survey, one of the quantitative data collection techniques, will be evaluated with the descriptive analysis method and interpreted in line with the purpose of the thesis.

The sub-purpose of the thesis is to determine whether the servant leaderships who have innovative behavior and provide personnel empowerment show significant differences according to some demographic factors.

1.4. Limitations of Research

Even though, the thesis expresses the relationships between the servant leadership and the employee well-being which comprises of psychological and physical empowerment, it has particular limitations. First of all, only three scales were utilized in the thesis and a sample consisting of a total of 600 surveys were distributed and the number of returned surveys was 400 by 66,6% response rate.

The investigation was directed individuals who are employed in both the private and public industry o in Istanbul. Moreover, these industries provide respected understandings also assist the sampling frame for the research which are wholesale

and retail trade, manufacturing, education, accommodation and food service activities, information and communication, administrative and support service activities and human health and work activities. Besides, the incentive of selecting diverse industries was rooted in obtaining easily accessible data from the targeted population. However, since the surveys were based on volunteering, it was bare to gather collect data.

Consequently, the data attained is limited to the responses of the sample in this study. Another limitation is since the data were gathered within a particular period; the outcomes attained are limited to the period in which the study was conducted. The small quantity of researches on this topic limits the discussion of the research results by comparing them with the consequences of diverse studies.

1.5. Research Concepts

This research fundamentally consists of five chapters. The initial chapter take in the identification of the problem, the importance of the research, the purpose of the research and the limitations of the research, introduction of research concepts and the chapters of the thesis.

In the second chapter of the thesis, the academic base is enlightened. The field information was delivered by explaining the main categories and variables of the research; the servant leadership, the employee well-being and the organizational culture. The second part of the study consists of three main headings; the concept of servant leadership, the concept of employee well-being and the concept of organizational culture.

The servant leadership, which is the initial title of the second chapter consisted of the definition of the servant leadership, the most well-known types of leadership styles which are pragmatic leadership, collaborative leadership, visionary leadership, strategic leadership, democratic leadership, autocratic leadership, charismatic leadership, ideological leadership, bureaucratic leadership, participative leadership, situational leadership, laissez-faire leadership, authentic leadership, ethical leadership, spiritual leadership, servant leadership, coach leadership , paca-setter leadership, command leadership was explained. Moreover, under this title, two of the most well

identified models which are Patterson's Servant Leadership Model and Van Dierendonck & Nuijten 's Servant Leadership Model were enlightened.

The employee well-being, which is the second title of the second chapter was initiated with an overview and definition of well-being, philosophical perspectives on well-being which consisted of hedonic view and eudemonic view. In order to clarify those views; Maslow's approach to self-realization, Ryan and Deci's theory of self-determination, Ryan and Deci's internal and external motivation approach, Csikszentmihalyi's flow theory, Ryff's psychological well-being approach, the Waterman approach to personal meaningfulness, Keyes' approach to social well-being, Seligman's the authentic happiness model is respectively investigated in the thesis. On the top of that the components of employee well-being which comprised of subjective well-being, psychological well-being and workplace well-being are outlined. Finally, the drivers of well-being at work and its importance highlighted.

Organizational culture, which is the last title of the second chapter consisted of the definition of culture and organization separately. Following, the concept of organizational culture; the definition of organizational culture, the characteristic of organizational culture, the importance of organizational culture and the elements of organizational culture which contains assumptions, values, norms, beliefs, heroes, stories, ceremonies, rituals, symbols and language were examined. There are numerous organizational culture models; Cameron and Quinn's Classification of Organizational Culture ,which was implemented in this thesis, Denison and Mishra's Classification of Organizational Culture, Schein 's Classification of Organizational Culture, William Ouchi's Classification of Organizational Culture, Parsons's Classification of Organizational Culture, Peters and Waterman's Classification of Organizational Culture, Schneider 's Classification of Organizational Culture as well as Pheyse's Classification of Organizational Culture some of them taken place in the study.

In the third chapter, it can be discovered the purpose of the study, the research questions, models, and the research methodology. The methodology was designed as positivistic and deductive that gained the needed data by utilizing survey study thru quantitative approach within cross-sectional time frame. In order to interpretant the data (data collection tools); multi-method was chosen as questionnaire survey. There

was only one survey which divided into four sections; organizational culture scale, servant leadership style scale, employee well-being scale and demographic characteristics in other words scale information and items were presented. In addition to that as a distribution technique of the questionnaires, e-mail questionnaire was selected to distribute to participants. It is also possible to find research variables; the independent variable: servant leadership, the dependent variable: employee well-being, the moderator variable: organizational Culture and The Control Variable: Demographic Characteristics are in the context. With the intention of analyzing data (data analysis process) these tools were customized; Cronbach's Alpha, CFA, EFA, Chi-Square (χ^2), Bartlett Test of Sphericity, Kaiser-Meyer-Olkin (KMO) Test, Kolmogorov-Smirnov Test, Descriptive Statistics, Correlation Analysis, Independent Sampling t-test (2-tailed), ANOVA (One-way Variance Analysis), Multiple Linear Regression Analysis and SEM Analysis. Additionally, the hypotheses as well as the population of the research were explained.

In the fourth chapter, it can be discovered the purpose of the study the findings of the investigation are presented. Data analysis, validity and reliability analyzes were given through SPSS and SPSS Amos statistical software. The findings are presented in the form of Tables and the results are reported.

In the last chapter of the thesis, the consequences are briefly specified, and recommendations are given. Furthermore, suggestions were made for future research. Recommendations have been made for organizations, managers, and academic institutions regarding what they can prepare in the future.

CHAPTER II

LITERATURE REVIEW

In this chapter, the subject of the research parts as the concept of servant leadership, employee well-being and organizational culture will be discussed in detail. The literature review will be provided deep understanding of the development of concepts, definitions of variables, and reported how those terms measured.

Leadership is a concept that has a great significance in behavioral science due to all economic, political and organizational systems depends on the efficient and effective management of the leaders of these systems. Studying the importance of leaders is a critical factor in understanding the success of an organization. Leadership is an ability to generate an influence that will encourage employees in an organization to employ enthusiastically thru the goals set for the common benefits (Davis, 2017: 207-278). Great leaders build a beneficial vision for the organization, express it clearly to they lead, create a shared idea, draw a path to achieve this idea and lead the organization with guidelines (Parris & Peachey, 2013: 337).

The leadership method adopted and implemented by a manager determines the effectiveness of employee and is significant in attaining individual and organizational goals. Concordantly, it is not probable to state a single leadership style that will have a positive effect on all organizations. Alternatively, it cannot be acceptable to remain to apply one leadership style that does not benefit both the managers, employees and organizations. In recent years, establishments necessitate effective leaders who understand the complexities of rapidly changing global atmosphere (Chung-Wen, 2008: 258).

2.1. Servant Leadership

2.1.1. The Definition and Importance

This concept of leadership style began to attract the attention of academics in the 1990s. Especially, phenomenon researchers as Graham (1991: 105-119; Buchen (1988: 125- 134); Farling et. al., (1999: 49-72) ; Russell (2002) ; Senjaya & Sarros (2002: 57-65) ; Patterson (2003: 570) have investigated the subject and conducted empirical

studies. They initiated the method for understanding the term and brought Servant Leadership to literature. In spite of this, it cannot be said that the research regarding servant leadership is sufficient. According to Yukl (2002) the concept of servant leadership is not sufficiently included in textbooks.

The main objective of servant leaders is to serve their followers via showing empathy toward them. The basis of this model is to behave ethically, also consideration for followers. They are committed to the progression and well-being of employees. The chief characteristics can be said that simplicity, sacrifice, and consciousness (Choudhary et. al., 2013: 434-435).

In this section where servant leadership will be discussed in detail, the definition, importance, and characteristic features of the term will be examined.

In accordance with Greenleaf (2002: 151) servant leaders must servant primary. In the late 1970s, he invented and published servant leadership perception developed subsequently a philosophical participation by means of academies and colleges. From the viewpoint of Greenleaf servant leaders are servant initial and guarantees that people's uppermost significance is being obliged (Greenleaf, 2002: 151). The preference to assist first at that point conveys "*one to aspire to lead*" (Greenleaf, 2008: 15). The author advocates that those being served should improve as individuals converted improved, cleverer, welcome, and more by all those statements is that individuals who being served will turn out to be servants. Additionally, they are supported by the followers since servant leaders seems to them devoted to their tasks and reliable by all those assumptions followers try to do their best thus productive environment created in the organization. In case of failure for any reason, such as if the job that an employee works of does not custom his skills or capabilities then the servant leader should be able to politely lead that worker in a changed path and allow to discover his capacities.

This may be mentioned that servant leaders who serves their followers thru participating in their well-being and development whereas attaining the tasks and targets that they desire to accomplish for benefit of each part in the organization (Page & Wong, 2000: 2-8). Moreover, leaders who focus on serve constantly search for

finding out what the followers' requirements to be effective. Rather than requiring the employees to satisfy them, servant leaders attempt to create a difference in their lives that reinforces the organization (Vinod & Sudhakar, 2011: 456-467).

In accordance with Liden et. al., (2008: 162), servant leaders build a foundation rooted on revealing the greatest in their followers. The most important duty for them to identify followers' needs, goals, abilities, and desires thru personal communication. If they gather the information that they need, the process of supporting them in reaching their potential also growth their self-confidence starts along with recognizing the requirements of followers', servant leaders highlight the essential for prudential management in the establishment, as well (Taylor & Pearse, 2009: 226).

As stated by Laub (1999: 83) the concept of servant leaderships is regarding a practice and understanding which gives priority to the benefits and comforts of those being served above individual interest. It stresses the significance of appreciating and evolving individuals, also utilizing power for the good of every person. It may be said that servant leadership focuses on the followers also service stems from as a matter of fact that it is moral also extremely ethical method.

2.1.2. The Characteristics

In the study of Winston & Fields (2015: 415) servant leadership described as overreaching someone's personal benefits and interest. Ebener & O'Connell (2010: 315) support Winston and Fields's declaration by stating that servant leaders exceed personal self-interest, assisting others by means of serving them improve mutually professionally and personally. In addition to that Spears (1995: 116-117) defined servant leadership by way of a longstanding transformational method to lifetime also labor in a means of presence. The concept of servant leadership is generally outlined by its characteristics, attitudes, also deeds.

Greenleaf (2002: 5) defined the characteristics of the servant leadership by way of showing creativity, becoming target intensive, actual listener also communicator, having the ability to set back at what time required, assent and empathy, possessing vision and forethought, being aware, also employing source of power. Furthermore, servant leadership refers to help individuals rebuild, recognize the value of knowledge

as well as they are nonrigid, endeavor with an effort to increase trust, are ambitious about serving people get through their potential, in addition work a lot to shape community (Boone & Makhani, 2012).

In accordance with Barbuto & Wheeler (2006) acknowledged five servant leadership attributes: understanding, persuasive mapping, stewardship, unselfish calling, also emotional healing.

2.1.2.1. Patterson's Servant Leadership Model

Further researchers analyzed servant leadership characteristics as well as Patterson (2003: 570) designed a pattern that classified seven servant leadership attributes: establishes agapao love; behaves with humbleness; is unselfish; is trustworthiness; allows supporters; is foreseer for the supporter; also, is concerned with service. Figure 2.1 illustrated below:

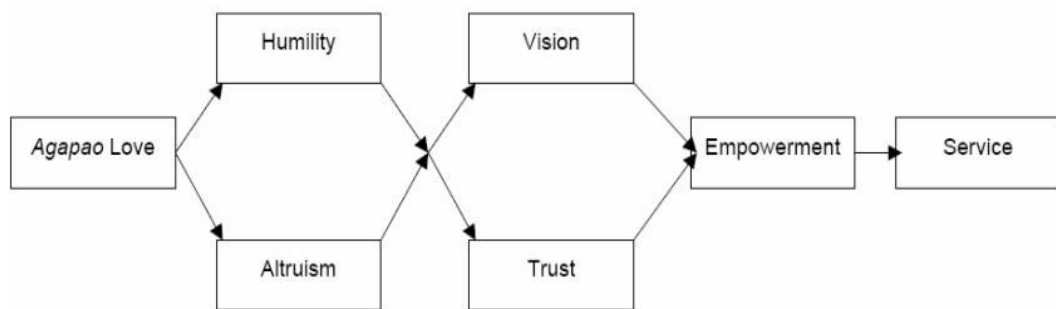


Figure 2.1: Patterson's Servant Leadership Model

Source: Waddell, 2006

a. Agapao Love

It is in relation to servant leadership that they must have extremely love and passionate thru their followers that they keen on to help them improving their talent and skills (Patterson, 2003: 570).

b. Humility

The authors believed that humility lets one to keep their achievements and qualification in perception, also comprises becoming concreted on everybody else more willingly than becoming self-centered. (Sandage & Wiens, 2001: 206).

c. Altruism

According to Monroe (1994: 862) altruism is a behavior that proposed to advantage another, even when taking so may risk or involve some abnegate to the well-being of the player Monroe adds there are four critical components of altruism. The term of altruism must require practice, must supplementary the well-being of another, also must transmit some opportunity of decrease to the well-being of the individual promising the sacrificial intention.

d. Trust

Melrose (1995: 128) reveals a servant leadership approach by a sense of stewardship instead of ownership. He declares, “leadership is not a position; it’s a combination of something you are and some things you do”, “people who worry about preserving personal power aren’t likely to accept the idea of ‘leader as servant’” (Melrose, 1995: 128). Melrose states the model is not an easier model to adopt. Yet, it lets the extreme number of individuals to understanding the utmost good by means of the leader offers the finest circumstances intended for the development, growth, and self-reformation entirely.

e. Vision

Kantabutra & Avery (2006: 57-66) describe the essential part of a “great dream,” or vision, also the effective usage of convincing influence in the life of an organization. Furthermore, they address the making of redeeming visions that are essential to overcome the mind-sets visionary for the followers. Servant leaders, at present as a confidential leadership concept, endures to generate a considerable revolution in organizations. This outline is proposed to ensure a wide-ranging overview of the increasing impact this unique management style. The leaders must not have a tendency

to be short-run in their thinking which can be seen as boundaries that prevent their producing visions. If there is to be a continuous suggestion of vision that organization necessity, the most prospective foundation of those visions is their trustees who are related to know, thus far separate from administrative concern, that their imaginings are comparatively undamaged.

f. Empowerment

Empowerment confirms that employees take charge thru carrying out their responsibilities and reassuring them to advance their helps (Yukl, 2002: 106-109). It is essential to consultate the servant leaders' acceptance in the inherent worth of each follower, distinguishing the followers' abilities, appreciating them, helping them, realizing them and knowing what else they may learn. Gibson et. al., (2006: 500) outline empowerment as permitting people to advance and mobilize their gifts, skills and resources. To put it another way, the followers are in a position to make the choices that leaders and organizations used to make.

g. Service

Farling et. al., (1999: 49-72) stated that it is imperative that leaders recognize one of their chief purposes as a frontrunner is to serve the requirements of the followers. The higher leader motivation that is not depending upon a leader's self-centered desires and material needs; on the contrary it is an inspiration to serve for the benefit of others.

In parallel to that Winston (2003: 1-9) follower-to-leader outline of servant leadership categories seven attributes as well: trustworthiness, enrichment, vision, self-sacrifice, inner motivation, loyalty, and service. On the top of that Spears L. C. (2004: 7-11) expanded ten servant leadership attributes from Greenleaf's authentic study. Table 2.1 delivers a comprehensive explanation of the attributes that are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community.

The Delphi study was conducted by Focht & Ponton (2015: 44–61) generated twelve chief servant leadership features: worth for individuals, self-effacement, listening, trustworthiness, caring, truthfulness, service, enrichment, fulfilling supporters' requirements earlier than their own, teamwork, unconditional love.

Consistent with the study supports numerous servant leadership style Patterson (2003: 570) ; Parris & Peachey (2013: 377-393) ; Spears (2004: 7–11) ; Winston (2003: 1-9) the scope of the chapter does not let illustrating a comprehensive list of the different conceptual contexts, measurements, and theoretical models. With the intention of being effective, supporters must wise up regarding the organization, the leaders, and co-workers. Oc & Bashshur (2013: 919–934) suggested that supporters' views, behaviors, also observations lead in what manner they interpret leadership style also are, so, vital to the leadership method.

When it is examined the research, it can be seen that, as on major issues, no consensus has been arrived. With the intention of understanding servant leadership, a little improved, assessing and examining its main characteristics may guide to a distinctive approach.

2.1.2.2. Van Dierendonck & Nuijten 's Servant Leadership Model

In accordance with Van Dierendonck & Nuijten (2011: 249-267) there are eight dimensions to understand what concept of SL should be illustrated in Figure 2.2 below. In addition to that Table 2.1 summarized ten characteristic of servant leadership as follows.

a. Empowerment

It comprises to ensure that workers take responsibility through performing their duties and encouraging them to improve their skills. Leadership actions influence workers psychologically by upsurging their essential motivation and personal ability. In this manner recognizing employees' capacities and abilities, appreciating them, leading workers realize what they have and acknowledging what more they may learn.

b. Standing Back

It regards managers perform in the background and letting their employee shine. It can be described that leaders give adequate provision and support and significance to the targets are effectively performed. This factor is supposed to be strictly related to most dimensions of SL.

c. Courage

In accordance with Greenleaf (2008), it is a significant attribution that distinguishes SL from other leaders. A Servant Leader is the one who may take risks even when there is not any support and may challenge deep-rooted problems with novel approaches.

d. Forgiveness

SL do not try to take a revenge, a circumstance where two parties gather and one of them forgives and forgets and the other is forgiven and forgotten plays a transformative role in an environment where strictness decreases, and honesty happens. This aims to spotlight the best potential in both parties.

e. Humility

The fact that SL accepts criticism and their mistakes and learns from them, they are acquainted with their strengths and weaknesses. Even though some people believe humility is a weakness, others believe that it is an asset and allows individuals who practice it to respect everyone's value rather than valuing themselves excessively (Patterson, 2003: 570).

f. Accountability

It can be defined as holding workers accountable for their own tasks. In this manner, it may be mentioned that individuals will be more beneficial to mutually themselves and organization by acknowledging what is expected of them. Accountability is a powerful and influential tool for SL to demonstrate in their supporters.

g. Authenticity

It may be underlined as being capable of showing an individual's accurate characteristic, emotions also weaknesses. This demonstration had better be in mutually private and communal areas. As of organizational perspectives, expertise is prioritized and behaving as an individual is prioritized.

h. Stewardship

Overall, it means being cable of analyzing the bigger picture by taking responsibility through society instead of personal control also expectations as displaying ethical behavior incidentally. It can be said that responsible management is to prepare the organization and its followers to add excessive contributions to society.

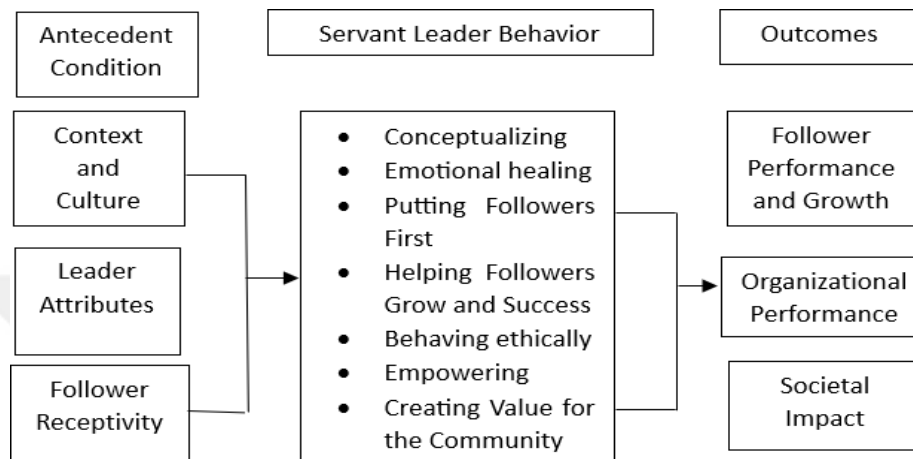


Figure 2.2: Servant leadership Behavior

Source: Van Dierendonck, 2011

Table 2.1: Ten Characteristics of The Servant-Leader

1. Listening	Communication and decision-making skills need to be reinforced by a deep commitment to listening to others.
2. Empathy	Understands and empathizes with others. Assumes the good intentions of coworkers and does not reject them as people.
3. Healing	Recognizes that they (servant-leaders) have an opportunity to help make whole those with whom they come in contact.
4. Awareness	General awareness, and especially self-awareness, strengthens the servant-leader. Understands issues involving ethics and values. Views most situations from a more integrated, holistic position.
5. Persuasion	Primary reliance on persuasion rather than positional authority in making decisions within an organization. Effective at building consensus within groups.
6. Conceptualization	Seeks to nurture their abilities to “dream great dreams”. Thinks beyond day-to-day realities. Seeks a delicate balance between conceptual thinking and a day-to-day focused approach.
7. Foresight	Enables servant-leaders to understand the lessons from the past, the realities of the present, and the likely consequences of a decision for the future. It is also deeply rooted within the intuitive mind.
8. Stewardship	Assumes first and foremost a commitment to serving the needs of others. Emphasizes the use of openness and persuasion rather than control.
9. Commitment to the growth of people	Believes that people have an intrinsic value beyond their tangible contributions as workers. Committed to the growth of each and every individual within the institution Recognizes the tremendous responsibility to do everything possible to nurture the growth of employees.
10. Building community	Seeks to identify some means for building community among those who work within a given institution.

Source: Spears, 2004

2.2. Employee-Wellbeing

2.2.1. The Definition and Importance

In this part of study, the topic of employee well-being in organizational contexts will be analyzed. It will be initiated by examine an overview of definition, philosophical perspectives on well-being, component of well-being, variables causing change in well-being, the concept of well-being, antecedents of well-being, outcomes of well-being respectively.

People tend to evaluate their life surroundings in a cognitive means and specify if their existences are significant also meaningful. Mostly, this evaluation creates the awareness of individual well-being. In accordance with Diener & Lucas (2000: 325-337) in building individual well-being individuals' particular assessments of their existences are the core concentration part that is being considered. Principally, well-being states to feel fulfilled, happy, and good. Practically, it is a needed case designed for any individual as in the working atmosphere, also its surroundings are directly along with administrative harmony, advanced equality of job performance also organizational loyalty. The authors stated well-being as an extensive perception that discusses to people's individual assessments of their existences also to their "optimal psychological functioning and experience" (Ryan & Deci, 2001: 142). Ryff added to that "the striving for perfection that represents the realization of one's true potential" (Ryff, 1995: 100). Furthermore, as of a wider standpoint, well-being includes a person's individual insights also emotive practices concerning the surroundings around them (Özkan & Gürbüz, 2019: 622). Happiness and consciousness are mostly attached with well-being (Langer, 2002: 214).

As a term of well-being can alter over time dependent on diverse variables. There are quite a lot of features influencing well-being in addition, creating it to upsurge or lessening in days or even hours. As of this viewpoint, it may be decided that well-being is an energetic concept. All these variations may be credited to job-related issues, individual incomes also workers' work and home related. Work related issues contain job resources, job stressor, personal environment, managing practices and leadership methods. Personal capitals may be expressed as age, occupation, status and personality experiences. The former inconstant that is workers' work and household related is linked with worker's work as well as family relationships. In this manner, well-being can alter depending upon these inconstant either in an optimistic or in an undesirable way (Sonntag, 2015: 261-293).

2.2.2. Philosophical Perspectives on Well-being

According to Ryan & Deci (2000: 141-166) well-being is an extensive idea that states to individuals' evaluation of their lives, optimum psychological process, and practices. Usually, the research on well-being possesses two core viewpoints dependent on diverse philosophical traditions which perspectives are clarified as hedonic and eudaemonic assessments in the literature.

First, the hedonic opinion studies also emotional pleasure as well-being, whereas the eudaemonic opinion reflects well-being by way of a phenomenon which encompasses farther than just becoming happy (Ryan & Deci, 2000: 141-166). Consistent with the Eudaemonic opinion, well-being is stated by means of being enthusiastic to self-fulfillment and growth, adhering in meaningful manners to put it in another way, the eudaemonic opinion considers the exposure of the maximum capacity of an individual to be good (Ryan & Deci, 2000: 141-166).

As distinguished from these two main opinions, the extent of "social well-being" which has originated less place in the literature so far (Gallagher et. al., 2009: 1025-1050; Keyes, 1998:121–140). Social well-being mentions to the fulfillment of short-run relations or long-standing relations created by others and becoming a participant of a community (Fisher, 2014: 9–33).

With the intention of discovering well-being properly, the optimal practice in addition what founds a good life expectancy must initially be defined suitably. In what way well-being is outlined will specify the way people manage on a social basis, the quality of education, how to become a better parental, or what sort of guidance will be specified to society. Because all of these exertions are meant at emerging individuals for the better (Ryan & Deci, 2001: 141-166).

2.2.2.1. Hedonic View

The hedonic view depending upon a philosophical root. This opinion concentrates on well-being throughout pleasure or happiness. Hedonic happiness described by means of the believing in an individual who achieved the significant things that also desired the satisfaction that goes together with the belief (Kraut, 1979: 167- 197). As said by Waterman (1993: 678–691) the hedonic happiness will be sensed as soon as the

fulfillment of physical, intellectual, or socially founded requirements is attended by a pleasing feeling.

In accordance with Kubovy (1999: 134–154) despite the fact the philosophical pitch is mostly oriented hedonic happiness, which is the pleasure attained via nourishing physical also physiological requirements and needs, psychologists who accept the hedonic opinion in the pitch of psychology centered on an extensive realization of hedonism that comprises not only the pleasures of the body, the mind, as well. In this regard, numerous psychologists who believe that positive or negative subjective assessments of the mind regarding involvements have an influence on well-being have attempted to appoint also evaluate the degree of well-being with the idea of “Subjective Well-Being” (Diener, 1999: 276-302).

Along with Diener & Lucas (2000: 325-337) subjective well-being is a repeatedly used conceptuality of well-being in the hedonic practice which is consisted of three main elements that are decided in the scientific ground. These elements are; experiencing positive emotions frequently, experiencing negative emotions rarely, and positive cognitive assessments about life. In Diener’s former study (1994: 35-89) he stated that all the elements of subjective well-being offer fulfillment together is frequently outlined as equivalence to happiness that is understood as an overall valuation that illustrates a specific level of stability in process of time, even though it is powerfully inspired by environmental facts.

When these views are taken together, it may be supposed that hedonic well-being denotes to practicing comparatively smaller number of negative emotions besides a subjective also general judgment, whereas practicing many positive emotions.

The weighted element that establishes the positive facet of subjective well-being is positive affectations. The main aspects that each dissimilar emotional practices consume at the maximum stage are positive and negative affectations. Positive and negative affectations are experiential factors associated with two behavioral structures with unlike evolutionary meanings Watson (2002: 106–119) which are avoidance and approach oriented behavioral systems both are biotic behavioral systems that progress in the evolutionary process for the existence of an individual, avoiding it from threats,

otherwise provide it by means of the essential resources. Negative affectation is an element of an avoidance oriented behavioral system that mainly aim of this system is to avoid the organism from difficulties by counteracting behaviors which can guide to punishment or other unwanted penalties. Alternatively, positive affectation is an element of the approach oriented behavioral system which leads the organism to conditions and practices that may give possible pleasure, reward, as well. People tend to be physically; socially also mentally dynamic once positive affectivity is elevated. To put it in different way, once an individual centered on the external circumstances as opposed to the internal thoughts also emotions in addition dynamically contributes to the environment, the people will likely as not have high stage of positive affectivity (Watson, 2002: 106–119).

With the intention of accurately evaluation of the relation of emotions with well-being, it is essential to realize dissimilarities nevertheless closely expressive perceptions that may be employed alternatively at different times such emotion and mood, and to disclose their conceptual variances. Consistent with this valuation, the practiced emotion states pleasure or dissatisfaction for the people. Even though the pleasure express is signified thru positive affective, the dissatisfaction express is signified thru negative affective (Watson, 2002: 106–119).

Numerous scales developed to assess the emotional elements of subjective well-being in the outline of hedonic idea. One of the primary scales employed to assess positive and negative emotion stages which belongs to Bradburn (1969: 242- 248) that named Affect Balance Scale. The author believes the assessment where there should be an equilibrium between positive and negative emotions, in that way confirming psychological well-being. The affect balance scale evaluates the subjective well-being by the positive and negative affective equilibrium practiced throughout the latter four weeks. Furthermore, Figure 2.3 showed another aspect of understanding emotions below.

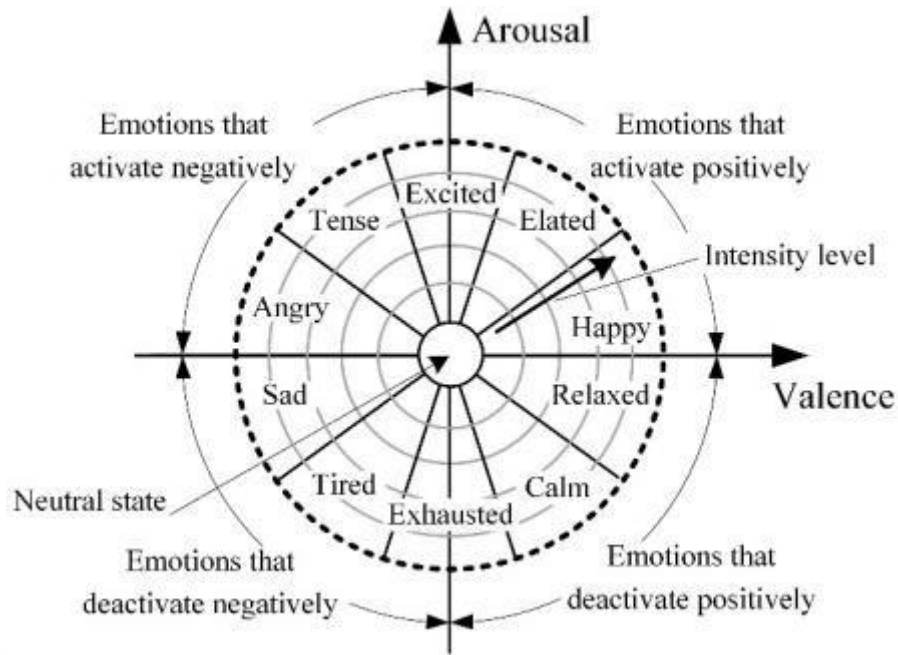


Figure 2.3: Russel’s Circumplex Model of Emotions

Source: Russell, 1980

Alternative measure for assessing emotional state is based on Russell's circular emotion model. This model suggests that all emotional mentions are shaped by means of the exposition of main neural feelings thru two cognitively self-determining neurophysiological systems which are valence, the attractiveness / satisfaction value created by the feelings for the individual, in addition arousal, the level of stimulation created by the feelings.

PANAS, the two dimensional “Positive and Negative Affective Scale” was established by spinning these two axes that are positioned vertically to one another in Russel's circular emotion model, by 45 degrees. The initial dimension, Positive Affectivity (PA), is a constant axis that extends from a status of high arousal and satisfaction, valency, for instance, enthusiastic, active, strong to a status of low arousal and discontent for instance, dullness, weakness. On the contrary, negative affectivity ranges from a status of high arousal and dissatisfaction as boredom, anger, hostility, to a status of low arousal and satisfaction as calmness, tranquility. PA replicates in what way enthusiastic, active and lively a person feels. From top to bottom positive

affectivity is a status of elevated energy, complete awareness, and pleasing dedication whereas low PA is categorized by sadness, drowsiness, as well (Posner et. al., 2005).

Conversely, NA is a measurement demonstrating distress and discomfort that contains numerous distressing psychologies for example anger, contempt, disgust, guilt, and fear. Low negative feeling, on besides it is stated with peace and calmness. There are 20 qualifying emotional condition outlined on the PA and NA scale employed to assess the emotion stages in these extents (Watson et al., 1988: 1063-1070).

On top of the emotional element of subjective well-being, it is essential to indicate the overall life fulfilment of the people that is regarded by way of a cognitive factor. Life satisfaction or fulfilment is a subjective valuation in addition it is the assessment of the excellence of life of the human being along with the principles assumed by them. Frequently, the cognitive element considered to by means of satisfaction, is the “*Decoherence between the desires and the achievement of them*” supposed by the human being comprises its assessment or judgment. Once this assessment development is engaged in the direction of a general reasoning of life totally the statement “life satisfaction” is employed (Pavot & Diener, 2013: 134–151).

The emotional elements and the cognitive elements stated by life satisfaction are usually somewhat correlated. This relation may be bilateral since emotional practices tend to affect how life circumstances are assessed while life fulfilment is commonly known as a hedonic perception in the literature, some academics have regarded life fulfilment by way of an eventual common consequence of mutually hedonic and eudaemonic fulfilment (Waterman, 2007: 289-307).

Correspondingly, there are academics who discuss that fulfilment is an eudaemonic perception (Summer, 1996: 81-98). In consequence, the assessment criteria of life fulfilment can diverge dependent on what a human being refers more vital in the life. Moreover, life fulfilment seems by means of a measure of the level to which a being may accomplish these goals.

2.2.2.2. Eudemonic View

The concepts expressing eudaemonic well-being include area further than psychology as philosophy, ethics, and spirituality. Consequently, in accordance with Huta (2013: 139–158), the idea of eudaimonia is an extremely complicated perception to outline, operationalize and employ in the scientific field. It is an ethical theory which invites individuals to identify and being conscious in line with the daimona or else "true self" (Capuccino, 2013: 1-26). Eudaimonism relies on to traditional Hellenic thinking, where it accepts its maximum distinguished assessment in the Nicomachean Ethics of consistent with Aristotle (1985).

Eudaimonism is the model to be accomplished in a logic of excellence, eudaimonia is the motivated for individual's development also accordingly may provide meaning, path to individual's life expectancy, as well. Aristotle stated eudaimonia by means of active behavior which exhibits perfection and morality which is coherent with consequences and contemplation, skills that differentiate human beings as of further species in addition manners that assist individual's own aim. Aristotle's consideration of eudaimonia embraces morality for instance justice, sympathy, bravery, and trustworthiness, over and above intellectual actions also elevated productivity in any action such individual's living (Waterman, 1993: 678–691). Along with eudaimonia, living by means of individual's hard work to understand one's conceivable reasons a state of well-being termed eudaimonia (Heinaman, 1988: 31–53).

Eudaemonic well-being enlightened by diverse academics employing dissimilar theoretical ways.

2.2.3. Theoretical Ways of Well-being

2.2.3.1. Csikszentmihalyi's Flow Theory:

This theory states that the fact that human beings' behavior is completed not aimed at getting a reward to be attained later the action, nevertheless the activity itself is reward to them by reason of internal motivation, in addition Csikszentmihalyi (1998: 2-8) detailed that the motivations of autotelic individuals are the actions and inner deeds the subject, instead of external motivating powers as comfort, power or fame, money, as well. Autotelic people are defined as often practice flow throughout the behaviors

they achieve thru intrinsic motivation as opposed to another advantage. The major dimension of flow is to display constant intense interest in the action, to dedicate consideration entirely to the duty and to employ at the maximum capacity of the individual (Seligman & Csikszentmihalyi, 2014: 279- 298). Once in a state of flow, happiness is generally not sensed, only things associated the action being involved in are sensed. As soon as leaving the flow which means concluding the activity or throughout disrupting moments in it, does the satisfaction of happiness comes from accomplishing the expected outcome appear. Therefore, the flow promotes positive feelings, creativity, attentiveness, knowledge, discovering purpose and becoming associated to life (Csikszentmihalyi, 1998: 2-8).

2.2.3.2. Ryff's Psychological Well-Being Approach

Ryff (1995) defined eudaemonic well-being with the psychological well-being model, said that well-being is the understanding of individual's potency and improvement in terms of the experiential difficulties of life, instead of subjectively feeling virtuous. The author suggested that psychological well-being may comprise six dimensions in Figure 2.4 (Keyes, 1998: 121– 140; Ryff, 1995: 99-104).

Self-Acceptance: It is a positive assessment of an individual's self and earlier life.

Personal Growth: It is to have a perception of constant growth as an individual.

The Purpose of Life: It is to have the confidence that life is purposeful.

Positive Relationships: It is to have positive quality relations with others.

Environmental Mastery: To dominate the environment is to become capable to succeed own life and environment efficiently.

Autonomy: It is the awareness that individuals are doing things that they approve of internally.

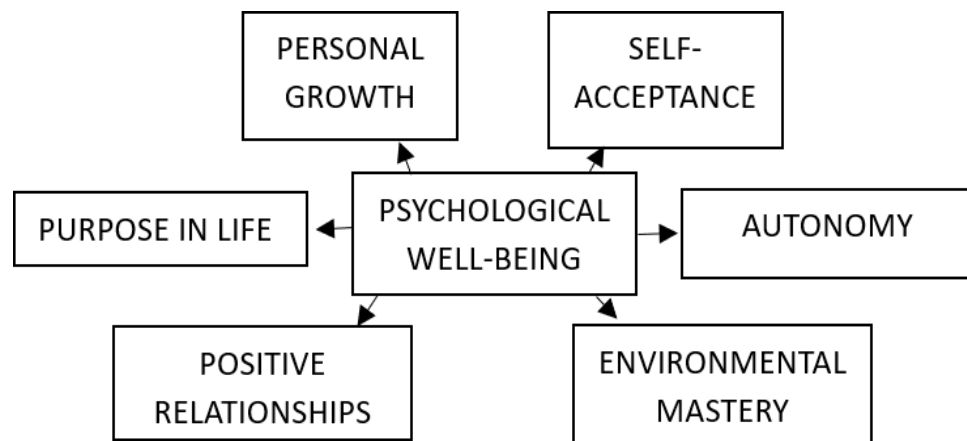


Figure 2.4: Ryff'S Psychological Well-being Model

Source: Ryff, 1995

2.2.3.3. Keyes' Approach to Social Well-being

In this approach, Keyes (1998: 121–140) outlined the external well-being of a human being in preference to the internal well-being of a human being, contrasting other well-being methods. Keyes planned (1998: 121–140) five dimensions for understanding of social well-being that designed in a eudaemonic context for the external surroundings of the individual which are, respectively, social acceptance, social realization, understanding the social context, social contribution, and social integration.

Social Acceptance: It is caring positive emotions and opinions regarding other people's characters and abilities.

Social Realization: It is to consider positive opinions and assessments regarding the current society and to have faith in the future of society, to have confidence in it what will show progress and alter, to caring perceptions regarding the constant development and of social establishments and society.

Understanding the social context: In other words, social coherence, discusses to the people's capability to observe the value and functioning of the social world, it is associated to the people's capability to recognize the world they live in and what is happening around them.

Social contribution: It highlights the emotions and belief where an individual may make a valuable contribution to the advantage of society.

Social integration: It is the fact that human beings perceive themselves as a part of society and senses that they fit to society.

These five elements identified in Figure 2.5 above by Keyes (1998: 121–140) simultaneously, regulate the state of coming through social complications of individuals. In they considered well-being in a multi-dimensional structure encompassing both hedonic and eudaemonic components.

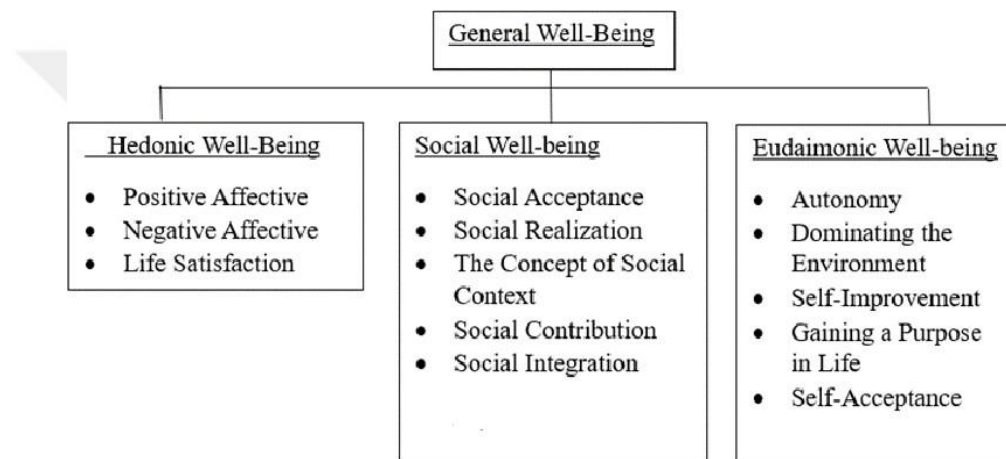


Figure 2.5: Keyes' General Well-Being Model

Source: Keyes, 2002

2.2.3.4. Seligman's Authentic Happiness Model

Seligman is another academician who deliberates the hedonic and eudaemonic views of well-being together thus, the researcher contributed to the description of well-being with this model (Seligman, 2018: 1-3).

The PERMA model introduced by Seligman in 2012, which contains five dimensions: Positive emotions (P), Engagement (E), Relationships (R), Meaning (M), and Accomplishment (A) illustrated in Figure 2.6.

Positive emotions: It states to the hedonic sense of happiness as feeling joyful or satisfied, also may only be evaluated subjectively.

Engagement: It discusses to the eudaemonic view linked with discovering meaning, an optimistic psychological linkage with the completed actions, in addition the existence of a flow situation.

Relationships: It comprises the hedonic view of optimistic influence also low negative influence and state to friends, family, or social networks.

Meaning: It is the emotion of participating to something superior to oneself.

Accomplishment: It mentions to having a wisdom of success and improving in the direction of targets, as per the eudaemonic element of wellbeing, in fact when this development includes no positive feeling, meaning, or relations.

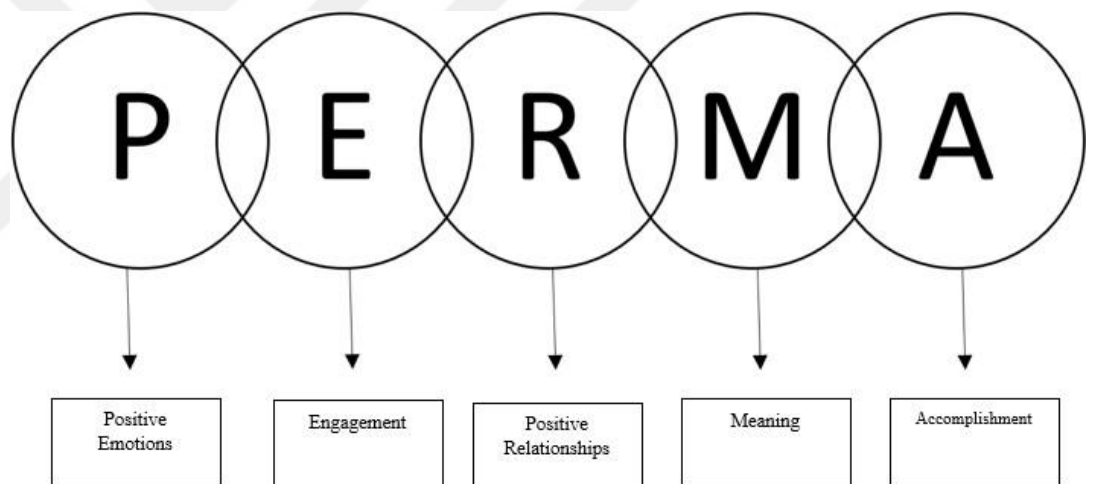


Figure 2.6: The Authentic Happiness Model

Source: Seligman, 2018

2.2.4. Component of Employee Well-Being

Principally, in the framework of organizational success, surrounding topics as job roles, stakeholders, the environment, and the marketplace itself are the utmost importance to foster and ensure happiness in the workplace (Bakar et. al., 2018: 159). Because individuals dedicate an important portion of their lives to work, adjustments

within the working atmosphere may expressively influence their healthiness, well-being, job satisfaction, and entire organizational performance (Kalliath & Kalliath, 2012: 730). Workplace well-being has substantial importance inside modern organizations (Cvenkel, 2018: 72). Employee well-being may be outlined as “*the overall quality of an employee’s experience and functioning at work.*” (Grant et.al., 2007: 52). It signifies the precise characteristic of an employee’s general well-being, which is supposed to be mostly influenced by work also may be impressed by movements engaged in the workplace (Juniper, 2011: 25).

Page & Vella-Brodrick (2009: 450) illustrated in Figure 2.7 and stated that employee well-being has three elements: subjective well-being, psychological well-being and workplace well-being.

In this part of the study each element will be analyzed based on theories in the current literature.

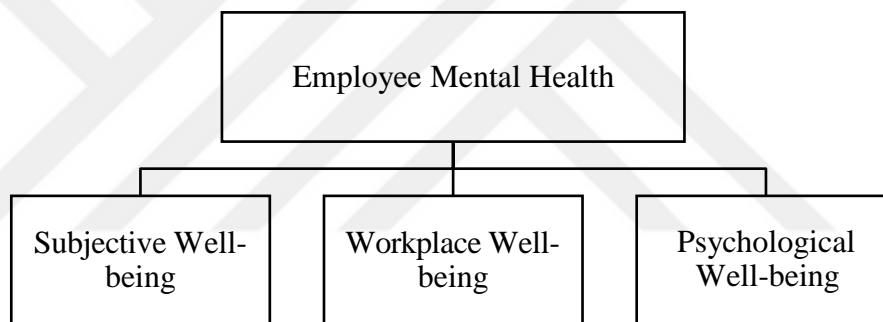


Figure 2.7: A Three-Dimensions Employee Well-Being Model

Source: Page & Vella-Brodrick, 2009

2.2.4.1. Subjective Well-being

The original aspect of well-being comprises three constituents: “*life satisfaction, existence of positive mood, and not experiencing negative mood and accumulation of all these three often regarded as happiness*” (Ryan & Deci, 2001: 144). Subjective Well-being (SWB) is the key determining factor of pleasure with life, leisure, and business life in addition to physical well-being and healthiness and positive thinking. On the top of that, character also assumed the furthestmost powerful element of SWB

as well as its characters are efficient in sensation positive or negative. SWB in a business life centers on in what way employees show reflection regarding the works also work surroundings in addition in what way these factors impact the employees' life in all-purpose. Job-related SWB is outlined as the circumstances that a member of staff is fulfilled by his job, frequently involves positive feelings besides infrequently involves negative feelings at job. Dealing with goals started to relate to SWB (Ilies et. al., 2015: 827-838). In addition to that, according to Schaufeli & Bakker (2004: 293-315) work engagement comprises three essential elements which are absorption, vigor, dedication, as well. Thriving at job may be considered as an alternative measurement of well-being which is linked with both hedonic and eudaemonic interpretation. Furthermore, it summarizes knowledge, emerging also the sense of vitalizing. Vitality can be acknowledge as feeling energetic, optimistic also flourishing on the other hand learning and developing are primarily gaining essential knowledge and expertise as well as implementing them to working atmosphere.

Bakker et.al. (2011: 178–189) recommended that a worker shows high work-related subjective well-being under two circumstances are met: initially, they feel satisfied with their job that includes a cognitive assessment of their employment, secondly, when they experience frequent positive emotions and infrequent negative emotions. The previous statement reflects work satisfaction that involves a worker's cognitive evaluation of their job. The last statement relates to the positive affective practices that workers have at work as engagement, pleasure, or satisfaction. On the contrary, workers who mainly practice negative emotions in their work might be vulnerable to burnout or workaholism. Workforces might exhibit high stages of activation as workaholism also engagement, or low stages of activation as satisfaction and burnout. From this viewpoint, employee well-being may be considered from two diverse viewpoints: positive well-being and negative non-well-being, as summarized by Huhtala and Parzefall (2007: 301). All the positive and negative version of work-related subjective well-being are demonstrated in Figure 2.8.

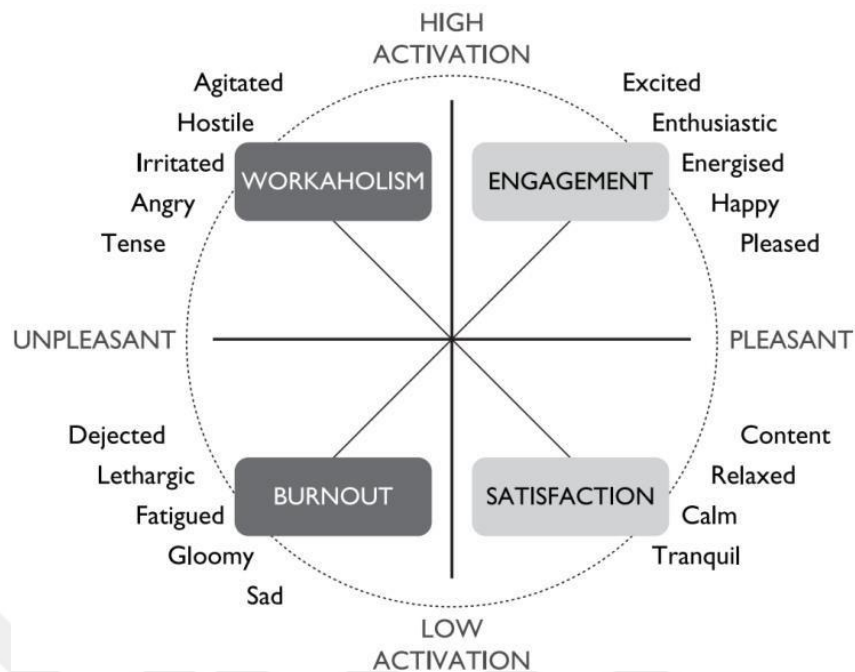


Figure 2.8: A Two-Dimensions View of Work-Related Subjective Well-Being

Source: Bakker & Oerlemans, 2011

The Circumplex model planned by Bakker et al. (2011: 178–189) positions work engagement.

In the upper right quadrant, placing it by intense positions of pleasure and excitement, work engagement might be defined as a positive and satisfying mental state related with work, categorized by vitality, dedication, immersion, and work engagement.

Vitality represents an elevated stage of energy and mental resilience in the work, accompanied by a willingness to participate energy into the job also the capability to tolerate in the appearance of challenges. Dedication involves a meaning of involvement, implication, desire, and a preparedness to undertake on stimulating tasks. Immersion, in other words absorption, mentions to being entirely abstracted in the work, feeling enjoyment and a deep concentration that elapsing fast and disinterest to work hard (Schaufeli et. al., 2006: 702). Work engagement replicates the passion and

commitment that workers carry to the work. As soon as workers are involved, they show a solid commitment to attaining challenging targets. Engaged employees might practice a case of “flow,” in which they convert entirely lost in their duties and are fewer vulnerable to interruptions or disruptions (Leiter & Bakker, 2010: 2).

In the upper left quadrant of the model, there is a term as workaholism which is defined by Spence & Robbins (1992: 162) as a behavioral shape categorized by three main characteristics.

First of all, workaholics display an advanced stage of work participation as compared to others, representing a powerful engrossment with occupational actions. Next, workaholics sense obligated or preoccupied to work because of internal demands, suffering a feeling of being forced or required to occupy occupational responsibilities. Last of all, workaholics originate a low stage of desire or fulfilment after their works, proposing a reduced feeling of pleasure in their work-related activities.

In the lower left quadrant of the model, burnout can be seen which is known as a psychiatric disorder that ascends because of determined personal pressures practiced in the working atmosphere. Burnout in workplace, is categorized by a group of indications, counting deep fatigue, feelings of cynicism and disengagement from the job in addition a perceived feeling of uselessness and an absence of achievement (Maslach et al., 2001: 399).

The fatigue depends on emotional and physical overtiredness and an irresistible feeling of being overworked and overextended beyond one’s boundaries. The cynicism covers an undesirable, unresponsive, or disproportionately detached reply to numerous job-related issues. Reduced effectiveness or achievement is linked with sense of ineffectiveness, along with a lessened feeling of efficiency and accomplishment in the occupational actions.

Burnout at work is considered as the long-lasting stress resultant from a discrepancy between the workers and their job tasks (Maslach, 2003: 189).

In the lower right quadrant, Job satisfaction relates to the degree to which an employee practices pleasure with their general job. Job satisfaction appears as an indicator of the stage of liking or disliking which employees have towards their job said by Judge et.al.,

(2001: 376–407). An employee’s feeling of fulfillment and satisfaction with their job appears once they compare their evaluation of a specific condition through their individual perspective of what is considered satisfactory or advantageous (Locke, 1970: 485).

2.2.4.2. Psychological Well-Being

Psychological well-being, (PWB), is the second core constituent of well-being, a person’s over-all efficiency is frequently defined in it. In accordance with Jamal & Mitchell (1980: 88-93) PWB is a needle of hedonic view also it is a pleasant element of personal feelings which aspect related with the idea of a happy employee is the productive employee presumption. Similarly, Wright & Cropanzano, (2000: 84–94) stated that PWB comprises three constituents; the initial element that well-being is a factual occurrence which is individuals assess their personal pleasure depend on their individual practices also they are pleased once they emotionally and mentally are certain of to become so. Following, PWB embraces feelings, employees who are in decent emotional environments, emotionally also mentally, are more motivated to practice further optimistic feelings rather than undesirable feelings. Last of all, one’s life is considered undividedly.

2.2.4.3. Workplace Well-Being (WWB)

Workplace well-being (WWB) is the second core constituent of well-being; “*WWB includes not only job satisfaction but also the positive emotions that an individual experience regarding work*” (Zheng, 2015: 638). Workers devote noteworthy quantity of time at the workplaces consequently, each member of staff, workers, co-workers, any level of managers, leaders, should support and encourage one another to create productivity and employee well-being at job where are important sites for the growth and the well-being of a community as significant thoughts are generated in. Danna & Griffin (1999: 357–384) stated that when welcoming and friendly associations are built at workplaces, this results valuable contributions for both organization and society. On the top of that, leadership styles, management practices, workers own perceptions, moods and opinions are vital aspects in assessing worker workplace well-being. Practically, workers spent one third of their lives at the works and they generally

cooperate with their leaders, so, leadership style, working activities of leaders partake a chief part on the employee well-being. The researchers exposed that workers do not just desire to effort in a constant work, nonetheless they want sense, personal growth, and self-accomplishment, also. The authors advise that stressless and physically harmless works take a significant part in ensuring in workers' work well-being.

Harter et al., (2003: 205-224) believed that leaders and establishments dedicate considerable quantity of capitals and time in recruiting work force, moreover, organizations generate goods and services through workers; to gain and sustain a maintainable customer service they must make sure employees' well-being is at the as far as possible uppermost level. The researchers supposed that with the intention of gaining success for companies, employee well-being should be leaders' priority, due to the circumstance that workers by means of elevated stage of well-being promote to structural consistency more than workers whose degree of well-being rate small as well as those, with high stage of well-being, are additional creative and their organizational loyalties are at a required stage.

2.2.4.4. Affect

In accordance with Diener & Lucas (2000: 325-337) affect which is another element of well-being, is the experience of dissimilar feelings for example happy, sad, passionate, tired, and so on. Theoretically, affect separated in two aspects that are positive affect and negative affect. Positive affect can be described as feeling positive such as alert, energetic and active. On the other hand, the case of low-set temper, sense annoyance, hatred, nervousness, and anxiety are mechanisms of negative affect (Page, & Vella-Brodrick, 2009: 441–458).

2.2.5. Factors Affecting in Well-being

In a work atmosphere, there are many mutable which impact the well-being. This mutable reason well-being to change in periods for example, job demands, job stressors, job resources, social environment and work-Family life balance (Signore et. al., 2024: 1-23).

a. Job Demands

As Jones and Fletcher (1996: 34) stated in their study demands is *'the degree to which the environment contains stimuli that peremptorily require attention and response. Demands are the things that have to be done.'* Additional, job demands refers by way of the physical, mental, societal, or structural characteristics of the job which necessitate continuous physical either or both mental attempts also are thus linked by specific physical one or both mental costs, exactly. Even though job demands are not essentially undesirable, they might be converted into job stressors once meeting the demands needs elevated exertion and then it relates to high costs which expose negative comebacks for instance burnout, anxiety and depression.

b. Job Stressors

Job stressors can be defined as any physiological and psychological stress reactions that caused by poor working conditions (Kahn & Byosiere, 1992: 571–650). According to Sonnentag (2015: 261-293), it has originated that job stressors do not possess of considerably effect on positive well-being nonetheless they have effects on negative well-being.

c. Job resources

Job resources: physical, societal, administrative, and mental surroundings and capitals which aid employees to make goods and services, guide to personal growth, decrease job demands, allow gaining knowledge and expansion described by Bakker et al., (2014: 389-411). In accordance with Sonnentag (2015: 261-293) elements of job resources are self-sufficiency, individuality, response, and the opportunities to advance. Moreover, Hobfoll (2002: 307-324) stated that resources are not only needed to handle job demands nonetheless they also are significant.

d. The Social Environment

The Social surroundings comprise of several variables as leadership process, interpersonal relationships and social sustenance that has been affecting employee well-being in working environment. Undesirable (negative) well-being sings to rise over time once exclusion from social support at work start (Halbesleben & Buckley, 2006: 259-278).

e. The Work-Family Life Balances

In line with Grant-Vallone & Donaldson (2001: 214-226) the balance between work and family is vital to provide wealthy working conditions, thus conflicts have become a matter of argument those conflicts between work requirement and family demands possess high level of influences on positive well-being, turns positive well-being into negative way (Nohe et al., 2015: 522-536).

f. Organizational Culture and Support

As evidenced by empirical research, organizational culture and support have a noteworthy role of employee well-being, it experimented that organizations may promote a positive and supportive culture tend to display advanced stages of employee well-being (Santos et. al., 2012: 25-48). It is stated by Findler et al. (2007: 63-94) that employees who detect organizational progressions as more reasonable are more possible to practice a superior feel of social support, decreased work stress in addition an increased general feeling of well-being.

On the top of that, Caesens et al. (2017: 527-540) underlined that organizational support influences job satisfaction positively whereas affecting emotive exhaustion and psychological stresses, which are chief instruments of employee well-being, negatively. Correspondingly, organizational support by way of the supporting employees practice thru team contribution and expertise growth thru training. Ogbonnaya et al. (2018: 475-503) the authors originate that workers' observations of teamwork are positively associated with their reports of work engagement also job satisfaction, both of which are instruments of well-being. Additionally, Panaccio et al., (2009: 224-236) presented that organizational support contributes to workers' psychological well-being by improving organizational commitment as well as decreasing workplace stressors. Moreover, organizational support promotes to employee well-being via providing an encouraging and optimistic work-family relations and impairing work-family conflict. In addition to that, a high stage of support from the organization generates enhanced work-life balance, lower stress, also eventually improves pleasure and fulfillment amongst employees.

2.3. Organizational Culture- The Definition of Culture

The term of Culture was used by Voltaire, the famous French writer, for the first time. In the 18th century, Culture, as a term, was used for the purpose of development and improving of human intelligence by Voltaire Williams (1976: 105) clearly defined the concept of culture as meaning in the form of a lifestyle as the talents and skills, arts, and traditions of a humanity, in the book entitled 'The General Cultural History of Mankind' (Mejuyev, 1987: 22).

Firstly, the British anthropologist Taylor (1958: 269) defined culture as '*a complex whole encompassing knowledge, art, traditions and similar habits acquired by a person as a member of society*' in the scientific sense.

An explanation of culture as a perception has not yet been evaluated satisfactorily, consequently, the researcher who has been working in culture-related fields, is trying to define a part of the culture rather than entire meaning of it. The reasons behind the difficulties to determine the concept of culture precisely, is the fact that the concept of culture has a very wide area and scope (Buono et. al., 1985: 478).

Culture is the set of learned and believed senses and behaviors which control the lives of individuals and societies in the historical development. In addition to that, culture is a concept that is created and developed by individuals over time. Since individuals do not bear with a certain culture, socialization and interaction have an effective role in the establishment of culture (Alvesson, 2002: 26).

Culture is a multifaceted component consists of descriptions at different level of individual, organizational, regional, national, international, etc.; in individual, group and community life and social dimensions such as gender, age, social class, profession, family, and religious belief (Morrison, 2000: 60).

Culture is a perception that does not own an existence in a physical sense, is difficult to outline and cannot be stated. However, organizations reveal an essence that is created by understandings, assumptions, clear and clear rules. Workers who have just joined the organization are not recognized as a full member of the organization till they have applied all these rules (Deal & Kennedy, 1983: 501; Robbins & Judge, 2013: 524).

Culture is the multifaceted meanings, beliefs, practices, symbols, norms, and values that are mutual in a civilization. It is also conceivable to recognize, describe and assess organizations as of a cultural viewpoint with cultural essentials. It is understood that the culture of an organization comprises main fundamentals as common values, standards, views and expectations, stories, symbols, rituals, etymological and organizational performs that are the fundamentals that build organizational culture and allow novel members of the organization to learn about organizational culture (Erdem, 1996: 37).

Culture also exposes the dissociating among the organization and its surroundings. It inspires a sense of identity to the members of the organization by confirming that they are in integrity with the organization by reason of the fact that there is a need to deliver a distinguishing feature by discerning themselves from other establishments. It enables the development of commitment to a main phenomenon focused to the organization instead of the individual interests of the employees. Moreover, it confirms the constancy of the social structure and undertakes the role of a control instrument that forms employees' manners and deeds by leading them (Pinae Cunha, 2002: 482; Robbins & Judge, 2013: 523).

2.3.1. The Definition of Organization

Principally, organizations are ensembles of individuals who come together to attain a shared task. As Aman (2012: 151) stated the notion of organization comprises an alliance and interdependency designed by each participant, within the organization, for some mutual goals and beliefs. An organization is a consciousness of goals that can be attained by one or else more individuals. Organizational structure is an arrangement that coordinates the doings of the group also harmonizes its foundation with each other (Peker, 1995: 61). The establishment purposes of organizations, which are open to public, can vary; they may be launched for profit, political and social aims. Bearing in mind the above definition, organizations are structures with distinct purposes gathered within the framework of a specific understanding.

In addition to that, the ideas or decisions regarding what is accurate or mistaken or else what is significant or insignificant in the organizations, stated by managers or leaders are effective and lead the members of the organization. This condition generates a

controller mechanism all over the organization that specifies how and in what way diverse units within the organization should perform. Each organization must develop its own guidelines which are formed by the beliefs and requirements of the management. Consequently, these guidelines generate organizational culture and determine the methods of how tasks are achieved, these methods may be varied in each organization which have their own guidelines and practices. To become a member of organization, it is essential to identify these guidelines also implement them. An employee, who worked in numerous unlike organization, may directly notice the differences in the method of how tasks are achieved, different working atmosphere, differences from the point of individual independency also dissimilar personalities in the organization this individual works in. Moreover, the cultures of organizations are impressed by their earlier actions and current circumstances, also the technology they practice as well as the work force in the organization.

2.3.2. The Concept of Organizational Culture- The Definition

It is recognized that the initial research concerning organizational culture begun in the 1930s by the understanding of the significance of human relationships also human resources in organization were highlighted and researches started to be conducted on subjects as informal groups, group standards, symbols and organizational ethics, principles as well (Erkmen, 2010: 1). Even though culture is commonly rooted in the science of anthropology, it also takes advantages of the contribution of science as psychology, sociology, and social psychology. Moreover, it arises as the guidelines and values by which individuals perform and assess. Organizational culture is the bond that holds the organization together. Organizational culture delivers a shared consensus amongst the employees regarding what to do in addition to in what way to do it, underlines what is accurate or mistaken or else what is essential or mistaken in the progression of events in what manner to act. Furthermore, it generates motivation for organizational members to perform by way of a group consciousness.

In accordance with Tiryaki (2005: 24-25), organizational culture comprises activities linked with sustaining the existence of the organization. Additionally, the environment, wherein the organization exists, establishes the main field of actions of the organization, those actions, and behaviors that the organization creates within this

environment regulate the main functioning of the organization. It also assigns significance to organizational integrity to confirm the continuousness of the organizational culture, confirming the integrity relies upon the fundamental actions and activities and behaviors implemented within the organization.

Sabuncuoğlu and Tüz (2003: 36), believed that organizational culture is quite parallel to social culture. For example, the fundamental behaviors and standpoints, traditions, principles, social values, and ethnicities within the society, and so on, are the determining factors among in the formation of organizational culture within the organization. Organizational culture is designed by the usage of typical behavioral outlines, that are typical behaviors and responses shown to actions in the society in daily life, by individuals are shown in the same way within the organization. In other words, employees' personal lives, positions in society, their responses to events, viewpoint, principles and values, behaviors, and experiences in their daily life also parallelly, manifest themselves in their reactions, behaviors and perspectives to events which occur within the organization. Table 2.2 provided comprehensive set of definitions of organizational culture.

Table 2.2: The Definition of Organizational Culture

The Definition of Organizational Culture	The Authors
“Collectively programmed thoughts”	G. Hofstede (1980)
“The set of symbols, ceremonies and myths related with values and beliefs that organizations provide to their employees”	W. G. Ouchi (1981)
“The philosophy that leads the organization’s policy thru its work force and customers”	R. T. Pascale, A. G. Athos (1981)
“The core values adopted by the organization; statements as things are done here in this way”	T. E. Deal & A. A. Kennedy (1982)
“a dominant and possess internally consistent set of values that includes symbolic meanings as stories, myths, heroes, slogans, etc.”	T. J. Peters, R. H. Waterman (1982)
“Strong, widely shared principles and ethics (core values)”	C. O. Reilly (1983)
“The system of values that shared by members of an organization”	J. C. Spender (1983)
“The collective understandings and meanings”	J. Van Maanen & S. R. Barley (1983)
“Beliefs and values created in business life and conducted thru symbols”	J. M. Kousez, D. F. Caldwell, &

	B. Z. Posner (1983)
“The fundamental patterns of understandings that are discovered and developed by a group of inherits regarding for internal and external adaption problems”	E. H. Schein (1985)
"the culture of an organization is a general way of running business and transformation within the organization, which is shared with each organizational members and new comers must learn and accept these in order to be accepted into the system of the organization.”	Eliot Jaques
“Organizational culture is outlines as the glue that holds the organization together, and culture concretes on the values, beliefs and expectations of the employees who form it.”	Caren Siehl & Joanne Martin
“A set of strong belief regarding in what way a task should be planned, and how authority should be practiced, also in what way individuals should be awarded and controlled.”	David Farnham (1990)

Source: Terzi, 2000, p. 15

The Table, above, was compiled by Ali R. Terzi (2000: 15) illustrates the definitions of organizational culture of pioneer researchers in a single Table.

2.3.3. The Characteristic of Organizational Culture

In this point, according to Mink et al. (1993: 57-58) organizational culture understood as a structure that determines the basic behavioral patterns of the organization in the manner of these relations while controlling the relations of the organization with its environment.

Organizational culture, which guides horizontal and vertical communication inside the organization, also aids in coping with dilemmas amongst workforces. Alternative research on the characteristics of organizational culture belongs to Williamson and his friends which was published in 1993. Consistent with the research, it is possible to summarize the characteristics of organizational culture below five captions (Williamson et al., 1993: 9-13).

- Organizational culture may be learned.
- Organizational culture is designed somewhat unconsciously.
- Organizational culture owns mutually input and output characteristics.
- Organizational culture is composed of commonly accepted ethics and attitudes.
- Organizational culture possesses a heterogeneous composition.

Cultural fundamentals as values, principles and attitudes are attained via the individual environment. Consequently, the internal and external environment of the organization have a power on the organizational culture. The procedural and social system of the organization founds its internal environment. So, organizational culture is perceived as an outcome of this socio-procedural system in the internal environment. Also, this system includes decision-making, planning and control processes. Conversely, there are economic, social, technological, political and legal systems that generate the external environment of the organization. The organization attempts to reply to dissimilar demands and requirements of the parties in its external environment. In this progression, it gains the activities of learning its environment (Mink et al.,1993: 57).

In the literature, two views appeared regarding in what manner organizational culture occurs. The initial opinion that information concerning the organizational culture that influences workers' perceptions and opinions is designed unconsciously. Thus, along with this assessment, the workforces in the organization guide each other stereotyped actions. Secondly, it is highlighted that the attitudes and opinions that shape the foundation of employee performance are continuously repeated and recognized as accurate in the course of time. In this regard, it may be supposed that organizational culture is designed unconsciously in part (Williamson et al., 1993: 9-13).

Additional characteristic of organizational culture is that it is considered as an input and an output in cooperation. On the contrary, it highlights the estimation of the future practices of the organization and includes the outcomes of its current activities (Williamson et al., 1993: 9-13). When taken the context of organizational culture consideration, individuals who share same culture set an arrangement in what manner to reflect and perform in particular events and circumstances, even though there are some variances amongst employees as gender, age, cultural backgrounds and knowledges however, they meet at a shared opinions in terms of thought and actions. Organizational culture defined as a mix of commonly believed values and attitudes, generates this harmony amongst workforces by Williamson et al., (1993: 10). The authors believed that organizational culture should be heterogeneous. Even if organizational culture entails shared values, behaviors, expectations, principles, norms, symbols, attitudes and action it does not hold an entirely homogeneous

structure. On the top of the dominant culture, heterogeneous sub-cultures can be arisen inside the organizations as well.

2.3.4. The Importance of Organizational Culture

In the development of creation of a specific organizational culture two associated dimensions are essential to be measured together. The initial dimension is the specification of the aspect that have a critical role in the appearance of organizational culture and the possible outcomes of these issues on organizational culture. Secondly, in what manner organizational culture is designed, in other saying, it is the determination of how the unique foundations of organizational values, norms, assumptions, traditions, and stories, create organization culture (Doğan, 2007: 113).

In the process of development of organizational culture, numerous factors might come to the forefront. Concordantly, an outcome named as organizational culture is designed by means of the interaction of the acknowledged factors with each other. Nevertheless, some of these factors might have additional dominant role on it than others (Şişman, 2002: 2-26).

Organizational culture: it is formed by individuals, shared amongst them and alters in progress of time. From this standpoint, individuals should not be perceived as an instrument that only endowers to adapt to the present culture, that they belong to, or else transmits it to the next generations without changing it. Consequently, individuals are one of the most significant influencers who generate the culture in organization and transform it consistent with the circumstances of the day (Alvesson, 2002: 26).

An additional factor in the roof of organizational culture is the owners in other words the creators of it. The ethics, ideologies, and principles of the creators, who founded the organization, own an imperative role in the main philosophy of the organization. The culture in the organization is typically shaped by a board of creators or managers with the intension of instill the common vision they have determined for workforces (Hellriegel et al., 1986: 532; Luthans, 1992: 123).

With the purpose of forming an organizational culture, interaction amid workforces is desired. The most influential subjects of organizational culture are perceived as the actors inside the organization. The actors who are together in the working area may

build an organizational culture by interrelating and cooperating their knowledge and practices inside the organization. Moreover, the leading style and ways of managers is also crucial in the development of interaction amid employees. Open communication channels and an innovative and supporting management approach may facilitate interaction and coordination amongst workforces (Hellriegel et al., 1986: 532).

Social culture is another factor that is influential in the formation process of organizational culture. The ethnicities, customs, traditions, standards and beliefs of geographical region or country wherein the organization is placed possess a foremost role on organizational culture. Employees, who are acknowledged consisted with the social culture, reproduce the culture in the organization. For instance, organizational differences amid Japanese and American firms can be explained by the cultural differences between Japanese and American social cultures. So, it may be assumed that national culture regulates the attitudes and action of workforces and visa verse employees also have an influence on organizational culture (Hellriegel et al., 1986: 346).

The sector wherein the firms also operate the situations in the sector are other factors that are effective in the creation of organizational culture. Every sector partakes its own arrangement of competition, level of rivalry, production development, rate of change, distribution networks and technology. These elements differ from one sector to another. In view of the sectoral conditions, they are in; firms generate dissimilar solutions to overcome with their rivalries and grow numerous approaches accordingly. Throughout the operation phase of the settled approaches, an organizational culture may be designed depending on the approaches (Doğan, 2007: 113).

2.3.5. The Elements of Organizational Culture

In the literature, several studies focused on diverse elements of organizational culture also exposes diverse approaches. Additionally, these elements concerning the concept of culture are listed respectively as assumptions, values, norms, beliefs, heroes, stories, ceremonies, rituals, symbols, and language (Robbins & Judge, 2013: 44).

a. Assumptions

Assumptions create a foundation in order to feel, think, judge, establish and maintain relationships for employees in the organization (Schein, 1997: 33).

Assumptions outlined in four categories;

1. Assumptions about reality and truth; includes what is real and true in the organizational culture,
2. Assumptions about time; it depends on how time is allocated, how it is defined, how it is measured and how important it is,
3. Assumptions about human nature; philosophical concerns as the sense of being human, the characteristic of the ideal human being, and what kind of existence a human is in the standpoint of creation are highlighted.
4. Assumptions about the structure of human activities; the views and behaviors of the followers of the organization on subjects as cooperation, domination, obedience, and harmony are mentioned (Schein, 1997: 89).

b. Values

Values may be defined as the circumstances, norms and goals which direct the deeds of the workforces and are conditions to meet their requirements (Seymen, 2008: 54).

According to alternative explanation, values signify the standards evidently specified inside the organization, they are unalterable by workforces also perceived as prescriptions which is compulsory to be followed in the organization (Kinicki, 2003: 23).

Values response the enquiry of what is significant in organizational life. Moreover, rational clarifications that determine the limits of member of staff's behavior in the organization are also called values (Reigle, 2003: 20).

Values are principles that illustrate what organizational members desire. Similarly, it is also stated as a guideline that workforces practice when assessing different condition, action, practices, and individuals as good or bad inside organizational life (Şişman, 2002: 2-26).

Values are one of the vital elements that all organizational members believe in and share with each other which build the organizational culture. The basis of the understanding system in the organization is formed thru this chain of values that are believed in and shared by employees. (Seymen, 2008: 54).

c. Norms

Norms are a system of standards which direct workforces in the description and interpretation of numerous actions, facts, and circumstances inside the organization (Şişman, 2002: 2-26). Norms, that are one of the main elements of organizational culture, illustrate that deeds associated to the facts of accurate and mistaken is anticipated. Norms appoint the functioning parameters that must be pursued in the organizational structure. The form of an organization that is accepted to endure and the form that is criticized is a lead that guides to maintainable working norms. Norms are guidelines that impose enforcements on the behavior of groups of workers.

To put it in different way, norms are chains of guidelines that define in what manner followers of the organization should perform. Norms are one of the main perspectives that lead the attitudes and deeds of people in the organization. The instructions and standards that allow followers of the organization to differentiate amongst correct and incorrect, positive, and negative, good and bad go along to form norms. Norms are unwritten expectation that may directly impress the behavior of members of staff. Moreover, they also are perceived as a principle that regulates ‘what will be accomplished and to what extent’ in life in the organization (Luthans,1992: 34).

d. Beliefs

Additional vital component of organizational culture is beliefs. Beliefs are one of cultural basics that are compelling to categorize. As stated by Harris and Moran (1996: 209), it is quite difficult to examine and categorize all beliefs under certain titles moreover regulate how and in what way they influence workers’ attitudes. Though, in spite of this hassle, numerous research shown in this literature which are assumed to be effective on the attitudes and deeds of organizational members. Beliefs are described as a systematic mix of perception and views of workforces in the organization regarding a phenomenon, situation, event, or else object.

Beliefs are constituted by the semantic summation of each expression of the members of organization in organizational life. As the resemblance rate of this semantic summation amongst the workforce upsurges, it may be supposed that there is a powerful organizational culture (Erdoğan, 2007: 132). Beliefs contain of communal opinions shared by the members of organization and guide individuals in interpretation of past, explanation of existing events and prediction of future events (Şişman, 2002: 2-26).

e. Heroes

Heroes are understood as individuals who symbolize the core competencies and impersonate the power of the organizational culture (Kozlu, 1986: 67). In numerous firms, there are respected by other members of the organization by means of their achievements, those may be managers, leaders, and employees who employ in any departments. These members, who are labelled as heroes in the organizational culture; they serve as a model for other members with their work discipline, determination, performance, success, and representation abilities (Şişman, 2002: 2-26).

Companies with a powerful organizational culture appreciate their heroes, who turn out to become role models with their views and deeds, moreover, keep them flourishing in the company's history. The life stories of these people, who achieved significant success in the history of the organization, are kept alive by allocating them with each member of the organization. In this manner, the motivation and productivity of other members of organization are endowed to be improved (Şişman, 2002: 2-26).

Heroes are almost the personification of mutual values in the organizational culture. They possess a leading role in understanding organizational change and conversion. To sum up, the purpose of heroes in the organizational culture are;

- Becoming a role model for other members;
- Symbolizing the organization in the external environment;
- Defending the ethics of the organization
- Serving as a model for other employees with their performance and motivating them (Gordon, 1992: 30).

f. Stories

Stories are enabling the organizational culture to become everlasting and sustain its permanency while they connect the present to the past (Gordon, 1992: 30).

Stories are rumored in the organization contain several messages regarding organizational values. Consequently, concept of messages, which are believed to represent organizational values, are translucent to understand and remember them via stories. Correspondingly, informal instructions in the organization become well-known through stories which lead the workforces regarding the history and main philosophy of the organization (Şişman, 2002: 2-26).

g. Ceremonies

Ceremonies are defined as a chain of activities that are performed at a certain time for certain reason and become traditional in organizational history. they are activities that emphasize and concretely indicate organizational values and beliefs (Robbins & Judge, 2015: 531). In this logic, it may be supposed that ceremonies represent the visible face of organizational culture. Furthermore, they are one of the vital essential of organizational culture not only make sense of employees' performance, but also enhance employees' commitment to the organization (Tutar, 2013: 171).

Activities held in ceremonies express the cultural values that are shared amongst the members of organization. The chief aim of these activities is to generate a mutual interest between the members of organization and, thus, to make sure organizational integration. In this way 'we' feeling is created amid the employees via ceremonies also a transition is made from individual behaviors to corporate behaviors (Tutar, 2013:171). The ceremonies are a panorama which illustrates the unique wearing and greeting style of the organizations have. Rewards, insignias, flags, rosettes, and gifts that are given to members who become successful in the organization are samples (Robbins & Judge, 2013: 531).

h. Rituals

Principally, rituals specify in which sense workforces and objectives are imperative in the organization. Repetitious events that show and consolidate the key principles of the organization are titled rituals, which are parallel to ceremonies and rituals, mention

to cultural events that are more theatricalized. individuals are empowered to implement the organizational culture more rapidly and without difficulty via the rituals created in the organization (Robbins & Judge, 2013: 531).

Rituals are a sequence of scheduled events that arise in consequence of social interplay between the members of the organization. Rituals own an influence on the demeanor and actions of workforces, expedite it for novel workers to fit to the culture inside the organization. assessment meetings, official dinners, awarding events, farewell ceremonies, total participation in the wedding of an employee are samples of rituals. Evidently, rituals augment the motivation of workers and positively penetrate their commitment to the organization. Furthermore, rituals advance the sense of organizational belonging which helps to enhance performance, productivity, job satisfaction and intensify the organizational culture (Gordon, 1992: 30).

i. Symbols

Symbols are semantic codes which comprise various fundamentals, that are shared among members, associated with organizational culture. Furthermore, this component replicates the visible aspect of the culture in the organizational (Doğan, 2007: 55).

Symbols states to the opinions, sensations and ethics in the organization obtaining significance through objects and activities. Thus, intellectual foundations of organizational culture are spread amongst memberships and converted clearer by symbols (Şişman, 2002: 2-26).

In addition to that they also transport a message to players in the external environment while symbols deliver information regarding the unique culture of the organization (Terzi, 2000: 49).

For instance, an answer to a phone call may be noticed as apparently insignificant and simple given by an organization member, but the method and nature of this answer indicates to a symbol that represents the identity of the organization. Concrete circumstances as logos and flags, the architectural style, the tone of colors used, the method of communication among employees, the reward structure, the method discharges, and promotions are announced are examples of symbols (Erdem, 1996: 37).

j. Language

Additional concrete component of organizational culture is language which can be seen as one of the vital instruments that syndicates diverse elements in the culture of the organization under a single roof, enables it unique also keeps it flourishing. Language permits individuals to express themselves, similarly, benefits to allocate and spread the culture amongst workforces in the organization (Barutçugil, 2011: 28).

Language possesses an important role in allocating organizational expectations, morals, standards, principles, and stories amongst followers (Terzi, 2000: 49). The workforces may internalize the culture in the organization by acting in unity and cooperation through language. Furthermore, words and phrases with special meanings in organizational life, songs and anthems belonging to the organization, verbal communication style and jokes made among employees express the unique language of the organization (Robbins & Judge, 2013: 532).

2.3.6. The Organizational Culture Models

In accordance with the researchers, it is obvious that culture in the organization a multilayered notion. Numerous models asserted by various researchers in the related area from dissimilar perspectives for providing better understand to this concept. In this respect, diverse criteria that are assumed to replicate culture in the organization considerate, and by means of the studied criteria, some models asserted to classify the cultural characteristics of organizations. In this thesis, one of the most recognized organizational culture models in the literature will be counted in.

2.3.6.1. Cameron and Quinn's Classification of Organizational Culture

Amongst the classifications for culture in the organization, a commonly practiced classification is Quinn and Cameron's Organizational Culture Model. In this model, culture in the organization assessed entirely, precisely below the titles of leading qualities, leadership method, incorporation, and strategic management. Also, in this model, the influences of the culture of the organization on administrative accomplishment investigated. The base of the model lies in through empirical

observation examining the ethical judgments of workforces on the verge of understanding organizational efficiency (Cameron & Quinn, 2006: 1-242).

Furthermore, the framework denotes to whether an organization emphasis deeply on internal or external and whether it attempts for flexibility and independence or firmness and control. The model is also rooted in six extents in addition four dominant culture categories: Clan, Adhocracy, Market, and Hierarchy cultures, as illustrated in Figure 2.9 (Quinn & Cameron, 1983: 363-377).

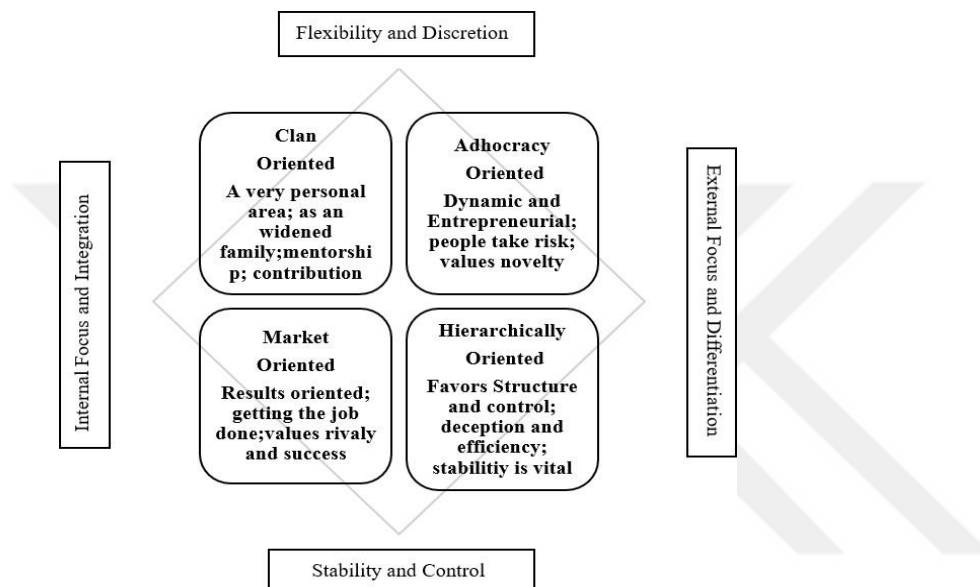


Figure 2.9: Connecting Values Framework

Source: Quinn & Cameron, 1983

a. Clan Culture

In the Clan culture, unity, understanding of participants and teamwork are seen as an important component. Also, the clan culture generates consciousness that enables workforces consider themselves as a family in the working environment. The leaders lead each follower as a foremost participant of the family as well as expedite their jobs. It reveals a management style conventionality while providing loyalty inside the organization. In this model, where a high level of communication and commitment is perceived amongst workforces, the development and edification of workers is

empowered, whereas significance is also provided to augmenting their self-esteem and motivation (Eren, 2015: 149).

b. Adhocracy Culture

The adhocracy culture is an entrepreneurial, creative culture and where employees find dynamic working climate. In this culture, it is vital to adjust to the quick alteration in the working atmosphere moreover not to miss new chances. Consequently, pioneering leaders who are not frightened to imperil also possess a risk-taking characteristic become pioneer. There is a flexible management style which inspires workers to imperil instead of dominant authority. Furthermore, organizational tactics are established for creativity, growing and reach to new resources in an adhocracy culture, (Eren, 2015: 150).

c. Hierarchy Culture

In this category, there is a hierarchical structure rooted in rationality and logic. The workforces cannot surpass the roles described for them in a hierarchy culture that puts emphasis on guidelines, procedures, and job descriptions. All actions in the organization are performed in a certain direction, obeying to prearranged guidelines, and these actions are continuously observed. At this stage, leaders who behave as coordinators arise., consistent with the perceptions of stability and order, zones with little risk and jobs with high expectedness are favored in the hierarchy culture (Eren, 2015: 150).

d. Market Culture

It operates in a powerfully competitive environment. Concordantly, it is vital to carry out the tasks immediately and obtain results. The strong-minded and talented leaders are desired in a market where there is penetrating competition and powerful competitors as well as competitiveness is considered, and strategies are established to attain market dominance. In market culture, productivity and effectiveness are emboldened also rewarded whereas workforces are engaged to a common target (Quinn & Cameron, 1983: 33-51).

2.3.6.2. Denison and Mishra's Classification of Organizational Culture

In accordance with the theory, the culture of the organization effects the deeds of organizational followers. These behavioral influences occur for the reason that organizational culture is a set of shared values by employees, and they behave in manners that are in keeping with their ethics Thus, an organization's culture should generate behavioral expectations that guide workforces to perform in a way that is in relation to its culture. This relation amid culture and behavior is the theoretic base for the desire that culture effects movement. The elementary extents of Denison 's model illustrated in Figure 2.10 below (Denison & Mishra, 1995: 33).

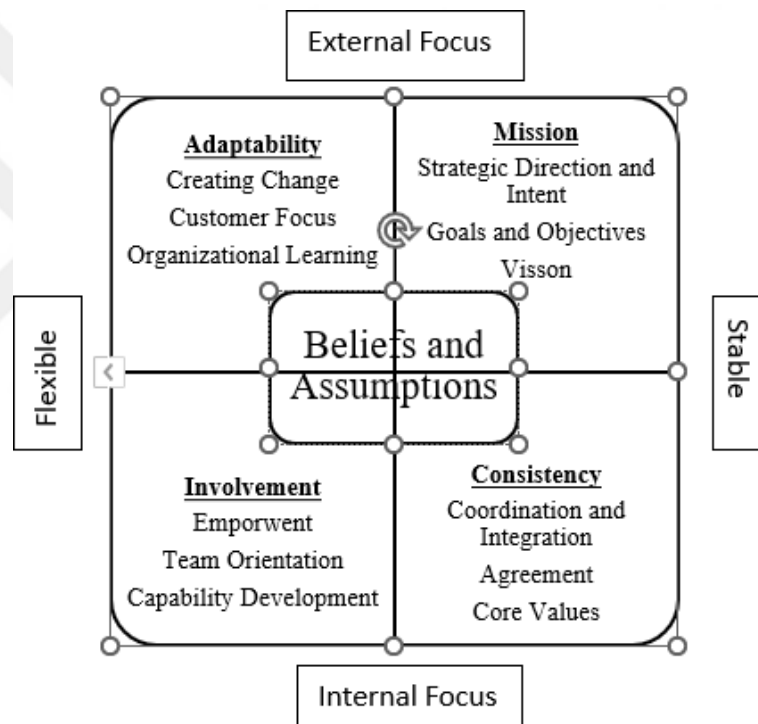


Figure 2. 10: The Denison’s Model of Culture

Source: Denison & Mishra, 1995

As mentioned above, the four main conceptual elements to measure the culture of the organization enlarged by adding to each of them additional three sub-conceptual elements.

Respectively sub-conceptual elements contain of five objects. Consequently, The Denison's Model of Culture comprises of four main elements, twelve sub-conceptual elements also sixty objects.

In the light of the explanations of Denison & Mishra (1995: 33–223); Denison (1991: 245-258); Ferguson (2003: 57); Denison et. al., (2014:150-162) the content of the four main elements and twelve sub-conceptual elements of the organizational culture measurement instrument can be enlightened as follows:

As Denison detailed in the research with Nieminen (2014), the key modification that differentiates The Denison's Model of Culture of other models is that the study emphases on consideration of the relations amongst organizational culture and performance. Furthermore, this study illustrations that a strong organizational culture may be a pioneer to a high level of performance.

a. Involvement

This measurement is mainly associated with the structures that empower the followers to contribute to the organization also enable the adaptation of recently laboring workforces to the organization. This involvement phase involves the road maps as well as approaches that organizations need to follow for providing high performance to their workforces. powerful organizations are firms that strengthen their workers, take care of their employees, hearten group work, in addition augment their members' educatory capability. The workforces are in charge for managing themselves. The structure is rooted in an informal control system in organizations. This kind of organization's create a high level of involvement, responsibility, and ownership. The workforces in such organizations converted more involved, own a sense of belonging and more creative.

Empowerment: It states to the empowerment of workforces about the job they work. This element augments workers' sense of accountability in addition positively impresses their association with their job also their perception of commitment to the organization.

Team Orientation: One of the significant elements of current management need is to combine workforces with certain qualifications and inspire them to achieve entire tasks

allocated consistent with the targets of the organization. Moreover, it turns into important case to create some sort of synergy, to solve conceivable disagreements with more instrumental approaches as well as to confirm that the decision-making process functions successfully.

Capability Development: Management support, training, and so on to be provided to workforces whereas they accomplish the targets of the organization.

Developing the capabilities of the workforces with supports refers becoming more organized for conceivable innovative applications.

b. Consistency

Establishments with a consistent business model are relatively functioning as well as settled certain internal models and management is superior. It advances and strengthens internal integrity. The consistency element illustrates the consistency of the level to which ethics, thoughts, activities, and deeds are completed in the similar method. In powerful cultures which certify healthy socialization, efficiency upsurges because information allocation and coordination are at their greatest level. On the other hand, it may enable adaptation difficult in situations that necessitate change. Consequently, there should be consistency among ethics and practices, nonetheless simultaneously it should not prevent the capability to adjust to change.

Core Values: It implicates the main and irreplaceable ethics that expose entirely the operational qualities of each organization that are regulated by the founders or creators of the organization as well as sustained by the top management, generally in the flush of its formation.

Agreement: It emphasizes that the workforces of the organization hold a distinct thought and unity of deed concerning the targets of the organization also the approaches of attaining these targets.

Coordination and Agreement: It means the coherency amongst entire decisions, job principles and procedures to be engaged amid the main and sub-departments of the organizations to attain the overall targets of the organization.

c. Mission

Organizations that serve the external environment must keep up with rapid change. This dimension covers the vision and mission shared by employees. It is related to the strategic decisions of the organization. Successful organizations have clear goals and direction, which clearly defines the organization's goals. It helps to create current goals in line with future developments.

Strategic Direction and Intent: In terms of gaining success, possessing a assured approach and owning purely detailed business strategies to upsurge the achievability of organizational targets have an important effect on the accomplishment of the organization.

Goals and Objectives: Currently, organizations possessing a strong and simply reasonable mission has an optimistic effect from the point of workforces understanding this mission and comprehending in what way the organizational targets will be attained.

Vision: Future-oriented also meaningful as well as clearly planned organizational visions augment the interaction and synergy of workforces and expedite for workers to be more inventive and participate with their job consistent with the main targets and mission of the organization.

d. Adaptability

The dimension may be clarified as guiding strategic consideration to the needs of customers and the necessities of the external environment. In terms of adaptability, the significance of alteration abilities essential for organizations to rapidly adjust to environmental changes is highlighted. Organizations need continuously practice these alteration abilities also enhance new guidelines and principles. The organizations which have high level of adaptability directly distinguish the needs in the market, make move and get advantages from it as well as take risks, take lessons from the mistakes, and improve the ability to rapidly adapt to change. They continuously generate value for the organization's clientele.

Creating Change: Creative changes in order to deliver suitable and more acceptable resolutions to the external environment, which is in the progression of continuous

change and diversification, developed into an accelerating essential for current organizations.

Customer Focus: Nevertheless, of the extend of activity of organizations, fulfilling the needs, also demands expectations of their existing and potential clients is a priority for organizational victory currently.

Organizational Learning: Constant learning of innovative technologies also approaches that grow in quickly varying environmental circumstances, taking into consideration the skills gained, is extremely vital and efficient for a whole organization.

2.3.6.3. Schein 's Classification of Organizational Culture

Schein 's Classification of Organizational Culture model, which is one of the most known and extensively comprised organizational culture models in the literature in this extent, and categorizes that organizational culture contains of three stages which illustrated in Figure 2.11 as follows:

a. Artifacts:

As the first level of the model artifacts are the symbolic form of the method of performing the activities (Erkmen, 2010: 74). As specified by Schein, this stage is the visible section of culture, at the stage of artifacts, that is the outmost layer of organizational culture, when come crossing a new group or culture draw attention, performs and artifacts that are seen, perceived, and sensed. Amongst the tangible artifacts, essentials of the physical environment such as office layout, buildings, settlement, products technology in addition language used, style of clothing and emotional reactions, myths and stories regarding the organization, ethics that develop in clear and ceremonies, stories, logos, rituals, ceremonies, etc. may be noticed (Schein, 2005: 366). The artifacts, which are on the external layer, may be realized and perceived, in other saying, actions and objectives made by human hands such as technology and art also visible behavioral patterns. The nature of relativeness, distance and time, the nature of human creation, the nature of human effects also establish the artifacts (Livari & Huisman, 2007: 36).

b. Values:

Schein clarified values as goals, management style, decision-making styles, and strategies of the organization. As the second layer of the organizational culture values are an invisible nevertheless powerful culture which reflects this to its followers, for instance, commitment and integrity are valued. Values in the model may be tested in the physical environment. There are the values and beliefs that regulate what should be done between both layers.

c. Basic Assumptions:

Basic Assumptions are enlightened in the light of the sub-conscious system and the basic value system (Livari & Huisman, 2007: 36). As the third layer of the model basic assumptions may be defined for example, a company can accept that its main target at a certain time is the growth progression of trained and creative workers and being the best, however carrying this assumption to the superficial may convey achievement (Vural & Çoşkun, 2007: 18). Schein declares that the deepest layer of organizational culture entails of basic assumptions that the followers unconsciously obey and commit to, particularly those that may only be tested by social commitment (Schein, 2005: 366).

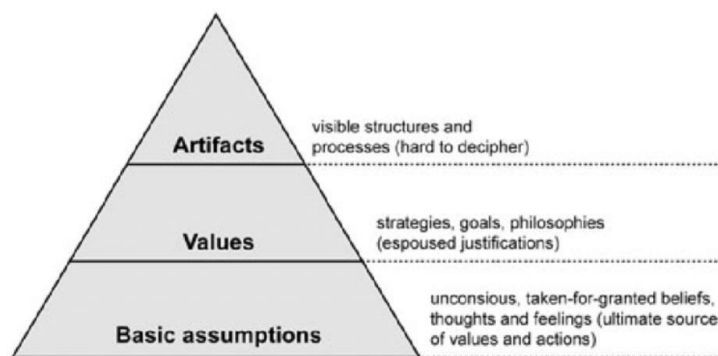


Figure 2. 11: Levels of Organizational Culture

Source: Schein, 1997

2.3.6.4. William Ouchi's Classification of Organizational Culture

To describe the achievement of companies, Ouchi established Theory Z which is not regarding managers' or leaders' attitudes or behavioral patterns, yet concerning the difference in the culture of the organization in the means of the whole organization is assembled and managed. Theory Z includes widespread commitment to entire characteristics of employee life, together with long-term recruitment, consensual administrative, individual obligation, gradual assessment, and promotion moreover it is an informal control system with strong performance procedures, partially family as well as specialized career paths (Dyer & Ouchi, 1993: 51).

In this direction, Ouchi's classification of organizational culture contains three groups:

- The managing practices of American companies as Type A
- The management practices of Japanese companies as Type Y
- Successful companies in both the USA and Japan as Type Z.

The model comprises of seven groups as commitment to employees, evaluation, career, control, decision-making, responsibility, and interest in employees (Ouchi, 1981: 48-50).

Table 2.3: Ouchi' Z Theory

Cultural Values	American Firms Management (A types)	Japanese Firms Management (Y types)	Combination of The American Firms & The Japanese Firms (Z Types)
Commitment to Employees	Short-term employment	Long-term employment	Long-term employment
Evaluation	Fast evaluation the system	Slow and quantitative evaluation system	Slow and quantitative evaluation system
Career	Narrow-ranging career development	Spread over a wide time career development	Mid-term career development
Control	Clear and formal control	Confidential and formal non-controlling	Confidential and formal non-controlling

Decision Making	Individual decision-making	Depends on the group and participatory decision making	Depends on the group and participatory decision making
Responsibility	Individual responsibility	Depends on the group responsibility	Individual responsibility
Interest to Employees	Narrow comprehensive interest	Holistic and broad comprehensive interest	Holistic and broad comprehensive interest

Source: Dyer & Ouchi, 1993

2.3.6.5. Parsons's Classification of Organizational Culture (AGIL)

Parsons is one of the foremost academics to highlight the significance of values in organizational culture (Parsons, 1956: 52-60). The model, AGIL outlines four important elements, adaptation, goal attainment, integration, and legitimacy, which each functioning social system in organizations must accomplish illustrated in Table 2.4.

a. Adaptation:

The organizations may magnificently adjust to a situation by precepting the social system of surroundings, recognizing in what way its environment changes, in addition attempting to make the necessary adaptation available to this situation (Heckscher, 2009: 5-12).

b. Goal Attainment:

Goal attainment includes the requirement of mobilizing players and resources in systematized methods for the production or gaining of general resources which may be used in the attainment of numerous specific goals. It is to make the most of the capacity of the culture in the organization regarding to attain collective goals. In other words, gaining achievement and attaining goals (Heckscher, 2009: 5-12).

c. Legitimacy:

the aim of legitimacy is to combine motivational and cultural or symbolic elements in a certain type of methodical system. Also, establishing an acceptance situation inside the system wherein it exists (Heckscher, 2009: 5-12).

d. Integration:

It is concerning to sustain suitable motivation to adapt with cultural values, moreover, integration mentions to the distribution of human rights and responsibilities, facilities and rewards and monitor disruptive behavior as well as it confirms the harmony of relations between members of the system certifying also coordination among members and sub-systems of a system (Heckscher, 2009: 5-12).

Table 2.4: Parson’s AGIL Model (The Four Functions and Social-System Institutions)

Adaptation The Adaptation Ability of the System to the Changing Environment	Goal Attainment The Ability of Determination of the purpose and the Ability of goal attainment the System
Legitimacy The Survival Right of The System and Acceptance of It	Integration The Ability to Assembling the Parts of The System

Source: Heckscher, 2009

2.3.6.5. Peters and Waterman’s Classification of Organizational Culture

In 1982, the book named as “*In Search of Excellence*”, printed by Tom Peters and Robert Waterman is an imperative study on organizational culture. In this book, the writers studied the achievement secrets of organizations running in dissimilar sectors in the USA which resists in international competition. As a result of the research, they found out eight common characteristics that made American companies successful.

As a result of their research, they exposed the eight core values that support organizations attain success as follows in accordance with Özkalp & Kirel (2005: 191-193);

- Being in support of action; Putting decisions into action once it is possible,
- Creating personal relations with customers,
- Freedom and entrepreneurship; Being away from bureaucratic slow progression also being in support of free thinking in addition entrepreneurship,
- Productivity by means of individuals; endeavoring to upsurge production by considering importance to the human aspect,
- Being interested in managing with values; as an executive, to remain in continual contact with the units in the organization also to closely track the job done,
- Being able to remain faithful to core talent; concentrating on what the organization performs best,
- Creating simple and understandable structures and keeping in view the achievement and performance of the workforces thru an open management style and a minor number of staff.
- Being able to practice inflexible as well as flexible control at the same time; generating a powerful culture in the organization that is creative, flexible and sticks the organization together, stay away from excessive inflexibility (Eren, 2015: 162-163; Peters & Waterman, 1982: 104-138).

2.3.6.6. Schneider 's Classification of Organizational Culture

Schneider (1975: 447-480) is one of the forerunners of organizational culture literature. The author claims that the culture in the organization should be rooted in an actuality climate or a possibility climate.

Schneider's classification of organizational culture is shown in Figure 2.12 below;

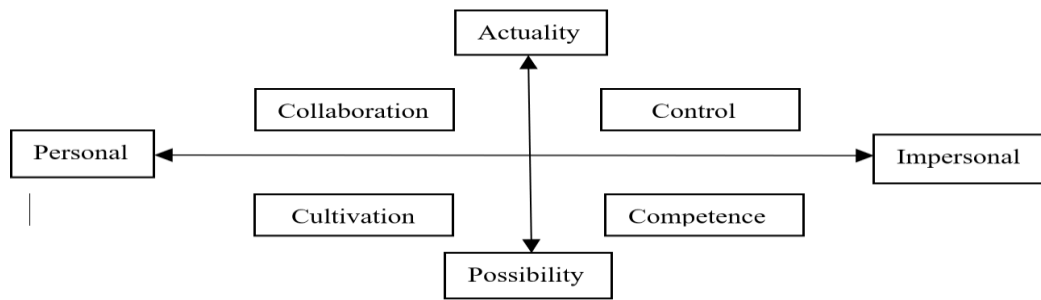


Figure 2.12: Schneider ‘s Classification of Organizational Culture

Source: Rajabi, 2020

Schneider advocates that the culture of in what manner actions are taken is significant in organizational achievement. Along with the control culture, this is attained by launching and sustaining control, whereas in the collaboration culture it is achievement is attained by working together. Even though those functioning in the competition culture state that being successful is inescapable if tasks are operated together, in the training culture refers that being successful is unavoidable if the workforce qualified the and understood the vision" (Erkmen, 2010: 79).

2.3.6.7. Pheysey’s Classification of Organizational Culture

This is a comprehensive overview of the organization does not regard whether they have a good or bad culture, but also regard whether they have a culture that may attain the aim of the evaluation. The researcher states that the suitable structure of culture may solves problems in organization by choosing and implementing the right types of power to the organizations. The types of power will not be identical for economic conditions, ideological conditions, or legal ones, and that the natural culture will be formed by shaping the construction of the difference in power types (İra & Şahin, 2011: 3).

As stated by Pheysey, the strong point of organizational culture rests on the quantity of the followers who implement the culture in the organization. The dominance level of behaviors is determined by the level of beliefs, attitudes, values of the organizational

culture (Pheysey, 1993: 71). Control methods can be varied dependent on the culture of organizations, and these different cultures are as shown in the model. The model involves four cultural elements as follows:

a. *Bureaucracy Culture*

The organizations with role culture are controlled in the shape of a pyramid, there is a hierarchical structure downwards in the organization with the top management. The main fundamentals for the targets are simple, clear also job descriptions are clearly determined consequently employees can remain effectively and efficiently in organizations with bureaucracy culture. There are expectations to obey the ethics and guidelines, in addition to that the request of fulfilling of these expectations are powerfully held aloft by the management. The role culture, which is also entitles as a bureaucracy culture, is rooted in impersonal formal relations. In a hierarchical structure, there are not only one department at lower levels, however numerous subdivisions at all levels (Pheysey, 1993: 64).

b. *Success Culture*

In organizations with success culture, carrying out the tasks effectively and attaining the goal is the most significant priority. The organizations wherein individual responsibility is elevated, it is perceived that the disintegration of the rules is much easier than of the role of culture. In organizations with success culture, where specialization is imperative, most of the members' energy and time are divided into organized expenditures (Koşar & Çalık, 2011: 581-603).

c. *Power Culture*

It is the type of organizational culture where all the power is controlled by the leaders. There is strong obedience and trustworthiness to the leader who is anticipated to identify all. Moreover, fear is the motivation of following the rules. In organizations with a power culture, control is delivered by guidelines and regulations which are rooted in hierarchy (Pheysey, 1993: 67).

d. Support Culture

It is a culture model rooted in trust, faith, and beliefs, where the relations and commitment amongst members is powerful (Koşar & Çalık, 2011: 581-603). In this support culture, where each employee is perceived as appreciated and respected also involved in decision-making processes, significance is provided to honest and open relations between organizational members. In the type of culture, there is a mutual accountability, and employees supervise one another.

To sum up, all these organizational culture models may expedite for the managements of organizations to gain access to descriptive, digital and tangible information and statistics regarding the creation of an adequate culture for the organizations, furthermore, by evaluating the current culture in order to change or modify, the strategic decisions can be made as well as the performance of employees and the organization can be augmented at the desired level in this way (Koşar & Çalık, 2011: 581-603).

CHAPTER III

METHODOLOGY

3.1. Purpose of the Study

This research targets to analyzes if there was a connection between applied servant leadership style and employee-wellbeing that may be affected by it and in what way this relationship can be moderated by organizational culture. The initial purpose of the research was to discover the outcomes of servant leadership style on the well-being of employees. To reach this purpose, different industries in Istanbul 600 employees were requested as participants. Furthermore, following purpose of the research was to specify in what extend if there was or not a notable relationship between servant leadership and employee well-being thru the moderating role of organizational culture. The organizational culture may be influenced by leadership style (Ekvall & Ryhammar, 1998: 126–130). This research created a clear image by providing evidence of how servant leadership style and employee-wellbeing can affect organizational culture.

The goal of this research is to explore the relations between servant leadership, employee well-being, and the moderating role of organizational culture on these relationships. In precise, this study aims to examine the impacts of servant leadership style on employee well-being while in what way organizational culture moderate the relationship. In terms of this study there are three vital facts to examine: servant leadership, employee-wellbeing, and organizational culture.

The sub-objectives are framed as follow:

- To discover the significance of moderating impact of organizational culture on the relationship between SL and employee-wellbeing consistent with participants' demographic characteristics.
- To discover the impact of servant leadership on employee-wellbeing according to participants' demographic characteristics.
- To discover the differences of employee well-being along with participants' demographic characteristics.

3.2. Research Questions

In this study, there are two main concerns which were formulated as initially what are the influences of servant leadership on employee well-being, distributing the concept of employee well-being in three sections as lifetime well-being, work well-being and mental well-being, sub-questions were shaped and as the second question, keystone of the study, is how does the moderating effect of organizational culture impact on this relation between servant leadership and employee well-being?

The questions formulated as below:

1. How does the moderating effect of organizational culture impact on this relation between servant leadership and employee well-being?
2. What are the impacts of servant leadership on employee well-being?

3.3. Research Model

The research model proposed in Figure 16 aims to explore the relationship between servant leadership styles, employee well-being, and the moderating role of organizational culture. The independent variable in the model is servant leadership styles which are expected to have a direct impact on employee well-being. Dependent variable in the model is employee well-being which are expected to have a directly impacted by servant leadership style and as the moderator variable organizational culture was pointed, in the model.

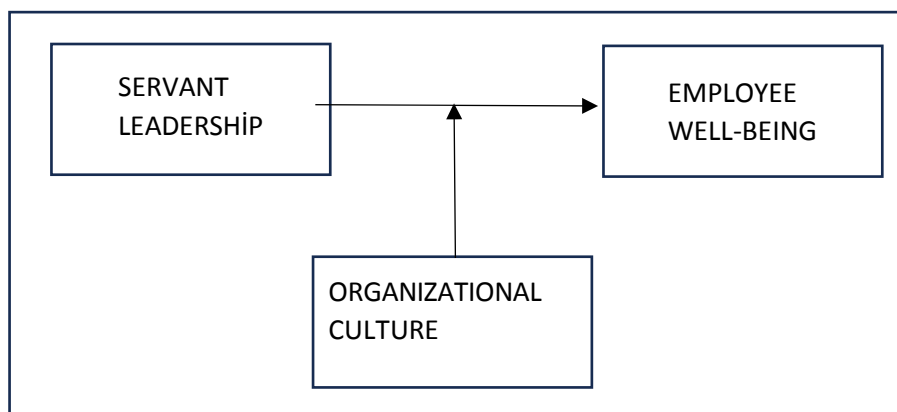


Figure 3.1: The Research Model

Specifically, it is anticipated that advanced stages of organizational culture will support the positive relations between servant leadership and employee well-being. Precisely, the research assumes that higher degrees of servant leadership will be positive influence on the higher levels of employee well-being.

To sum up, the research model planned in this thesis is intended to make clear the multifaceted relationships among the servant leadership style, employee well-being, as well as the organizational culture.

It is hypothesized that organizational culture, servant leadership, and demographic characteristics will have a positive effect on employee well-being.

Furthermore, the model incorporates the assessment of servant leadership style, which are expected to have a positive impact on employee well-being. The moderating role of organizational culture is also investigated with the belief that it will strengthen the positive relationship between servant leadership styles and employee well-being.

Additionally, the final step of this research involves the integration of demographic characteristics as control variables to examine their potential impact on the above-mentioned relations and to test the differences among groups related to the key variables. Overall, the extended research model aims to provide a more comprehensive understanding of the complex interactions between servant leadership style, employee well-being, demographic characteristics, and the crucial moderating role of organizational culture.

3.4. Research Design

This thesis implements the method to research design proposed by Saunders et al. (2009: 130-170) in addition, illustrates by the research onion which described research design that contains six layers respectively layers address a key part of the research design summarized as;

1. Approaches, as inductive or deductive;
2. Strategies or methodologies, as survey study;
3. The type of methods practiced, as qualitative method;
4. Time horizon, as longitudinal or cross-sectional;

5. Methods and procedures, containing data collection methods as well as data analysis techniques.

The research onion framework is a wide-ranging research outline which contains of six key layers, beginning with philosophy as well as concluding with techniques and procedures which assistances in designing and implementing suitable approaches and methods in research.

Subsequent sections explain which layers of the research onion chosen according to Saunders et al. (2009: 130-170).

3.5. Research Approach—Deductive

Saunders et al. (2009: 169-401) clarified that there are two approaches for research clarification first of all, the deductive approach, for example, testing theory as well as the inductive approach, for example; establishing theory. Along with a deductive approach, an investigator produces a hypotheses or theory and plans a research strategy to exam the framed theory, however in an inductive approach an investigator initiates by gathering data to create a theory.

Therefore, in this research, a deductive approach was implemented as it offers a suitable method for meeting the research enquiries and satisfying its objects. The accessibility of literature to create a model is an alternative motive for selecting a deductive or inductive approach. In this thesis, there was a rational and rational literature on that a model might be founded; thus, a deductive approach was implemented.

3.6. Time Frame—Cross-Sectional

Cross-sectional studies set aside a snapshot or cross-section of a population at a specific time. It is beneficial for specifying the extensity of a situations or specialties in the population at that point. Data collects from participants at a specific point in time which lets the assessment of diverse groups in the population at that time. Also, it is appropriate for evaluating the extensity of a particular behavior or characteristic in a population as well as perceives relations among variables at a specific moment (Saunders et al. 2009: 169-401).

Longitudinal studies contain measurements or observations engaged thru a lengthy period, occasionally crossing months or even years. Longitudinal studies permit the researchers to monitor variations in individuals or groups throughout time, offering understandings into the dynamics of the changes. In longitudinal studies, data collection arises at numerous time points, letting the researchers to monitor changes by revealing in what way participants change or remain constant in the process of time. It permits the examination of cause-and-effect relations over time as well as beneficial for reviewing developing conditions (Saunders et al. 2009: 169-401).

These studies serve specific research goals and offering exceptional understandings. Thus, the researchers select one of them founded on the nature of their research requests also the complexity of understanding needed.

To sum up, in the light of the definition of Saunders et al. (2009: 169-401) which is clarified that a cross-sectional method searches for describing the frequency of a phenomenon and clarify the relations between variables and factors as well as such research may practice quantitative methods, for example a questionnaire survey moreover, by reason of time and further restrictions, a cross-sectional design implemented in this thesis.

3.7. Research Choices- Quantitative Methods

In terms of gathering information, research studies are characterized by two chief forms the first one Qualitative Research Approaches and the second one Quantitative Research Approaches.

It may be said that qualitative and quantitative research approaches are dissimilar in numerous features. According to Saunders et al. (2009: 169-401) quantitative is mainly practiced as a substitute for any data gathering method for example questionnaire or data analysis process as statistics or graphs which produces and practices numerical data. On the contrary, qualitative is practiced mostly as a substitute for any data gathering method for example interviews or data analysis process as categorizing data which produces or practices non-numerical data. Consequently, qualitative may state to data pictures (Saunders et al., 2009: 151).

Additionally, O'Hara et al. (2011: 137-164) highlighted these variances maintaining that quantitative methods mention to the instruments which may be customized to collect and examine attitudinal or accurate info in mathematical system. It is remarkable that quantitative data do not essentially initiate in Figure system even though quantitative data may frequently consider words in system that investigators far ahead decode via way of coding in statistics. Nevertheless, qualitative methods mention consuming instruments of gathering also examining descriptive also non-numerical data.

Consequently, a quantitative research method was implemented in this thesis. This method was designated because of the needs of the current study that entails comprehensive statistics regarding the questions under examination with the intention of achieving the aim and objects of the research. A quantitative method was employed throughout by means of both a questionnaire survey thru different industries in Türkiye and document examination which examined numerous kinds of statistical documents.

As stated by Cooper and Schindler (2008: 147-319), the research technique approves the strategy and outline of the research. In this research, quantitative methodology was used is suitable once the data being discovered is numerical or if the research emphasis is to quantify behaviors, attitudes, thoughts, or further variables (Black, 1999: 623-628; Johnson & Onwuegbuzie, 2004: 14-26). The aim of quantitative correlational design is to investigate whether an association happens among variables moreover, this design was suitable for this research that required to confirm whether a statistical link happened between servant leadership and employee well-being (Black, 1999: 623-628). Rooted in the research purpose, a quantitative methodology was more suitable rather than a qualitative methodology. The researcher sought to survey the numerical relationships amongst variables instead of defining the involvements of 400 participants. Consequently, a quantitative methodology was more proper (Black, 1999: 623- 628).

Additionally, quantitative methods permit to create a statistical correlation. A quantitative correlational research design was the most suitable design to understanding the relation between servant leadership and employee well-being. A quantitative researcher exploits an empirical approach and relies on structured tools

and numbers for statistical outcomes as soon as the data collected. The investigation of data in quantitative research employs assessable categories and statistical methods to studying collected data (Arghode, 2012: 157-163).

The researchers attempt to create a statistically consistent relations between variables in correlational research which also can validate that one does not exist (Johnson & Onwuegbuzie, 2004: 14–26). In this research, variables were perceived servant leadership, employee well-being and organizational culture.

The unit of analysis in this study was the member of staff who work in different industries in İstanbul. Data collection consisted of a survey disseminated to the target populace via e-mails. The “Hizmetkar Liderlik Anketi (HLA)” (Duyan & Dierendonck, 2014) survey was used to determine presence and degree of servant leadership, and the “Çalışan Mutluluğu Ölçeği (ÇMÖ)” by Akduman (2021) survey to determine employee well-being whereas to understand the moderating effect of organizational culture the “Cameron Ve Quinn Örgüt Kültürü Ölçeği” by Karakılıç Yörük (2019) was employed. Moreover, additional demographic questions permitted the research to gather control variables years employed and direct or indirect contact with a supervisor or manager. The component of observation for entire variables will be individual level.

3.8. Research Strategy—Survey Study

In accordance with Crotty (1998: 221-231) the research methodology is the approach that reinforces the usage of specific research methods in addition associates these methods to the required consequences. There are numerous methodological approaches that might be implemented for directing research.

In addition to that, Saunders et al. (2009: 180-191) outlined the general research methodologies in seven main titles as:

1. Experimental Research;
2. Survey Study;
3. Case Study;
4. Action Research;

5. Grounded Theory Research;
6. Ethnography Research;
7. Archival Research.

A survey study was implemented as a methodological approach in the current study. As stated by Denscombe (2007: 242-244) survey study is a research strategy which mentions to the perform of broadly gaining data as of a great number of parts. It delivers a measurable explanation of attitudes, tendencies, or thoughts of a particular population over examining a sample of that population explained by Creswell (2007: 355-369). Furthermore, Saunders et al. (2009: 200-205) argued that it is a widely used research strategy in business and management study also is practiced to response inquiries for instance: who; what; where; how much; how many.

Additionally, Denscombe (2007: 242-244) clarified the main features of the survey study design, as;

1. It is constantly related with large population by means of providing a broad view of the examined question.
2. It rests mostly on an empirical study which pursues the vital information desired for explaining the research problem or attaining its purposes.
3. It examines a subject at a particular spot in period at when primary data is collected.

Saunders et al. (2009: 200-205) mentioned that the survey is relatively not difficult to describe and to recognize. Moreover, it takes an amount of returns as well as it is popular since survey design allow the gathering of a large sum of data from a large population in an extremely economic means. Creswell (2007: 355-369) added that it allows that the researcher to simplify or makes claims regarding the examined people. On the top of that, Fisher (2012: 182-207) stated that survey study offers a wide-ranging and demonstrative outline of the examined subject. Saunders et al. (2009: 130-170) subscribed to Fisher (2012: 182-207) that survey design generates quantitative data may be customized to recommend probable motives aimed at specific relations among variables in addition to create models of these relations.

Correspondingly, survey design allows the researcher to practice unlike research instruments as; Questionnaire Form, Structured Interviews or Observation and Semi-Structured Interviews or Observation.

Conversely, it is disapproved for partaking limitations. Saunders et al. (2009: 130-170) claimed that in numerous situations it might be time-consuming and expensive research strategy by reason of the necessity for scheming a consistent survey tool, choosing demonstrative sample in addition certifying a respectable reply to percentage. Though, these matters did not signify a thoughtful disadvantage for this thesis as the empirical study was implemented in rational time frame also budgetary.

The researcher implemented survey design in the thesis for three reasons. First, it supports by means of numerous research instruments for gathering primary data that was vital for this thesis with the intention of gathering adequate primary data desired for responding the research enquiries and satisfying its purposes. Secondly, it is related with deductive approach as well as exploratory research, as clarified by Saunders et al. (2009: 169-401), that were implemented in this research. Finally, it offers a description of a subject at a particular time throughout which the data are gathered which was previously explained by Fisher (2012: 182-207) therefore it is a suitable research strategy for this thesis as it implemented a snapshot as a time frame.

3.9. Data Collection Methods— Questionnaire Survey

According to Saunders et al., (2009: 169-401) research methods comprise mutually data collection approaches and data analysis methods employed in study. The subsequent sub-sections deliberate both data collection methods and data analysis procedures implemented in this thesis.

O'Hara et al., (2011: 79-105) clarified research process as the approaches customed to gather and examine data associated to a study enquiry or theory. A diversity of instruments also methods may be customed for assembling indication or primary data as of an examined subject.

In accordance with Saunders et al., (2009: 169-401) there are three dissimilar options for using research instruments.

1. Mono method wherein just one technique is customized aimed at data gathering;
2. Multi-methods wherein the researcher customizes numerous approaches for gathering one sort of data for example whichever qualitative or quantitative data;
3. Mixed methods which empower the researcher to customize numerous methods for gathering dissimilar sorts of data with mutually qualitative and quantitative.

Consequently, a multi-methods style was implemented for the primary data gathering in this thesis, via four different kinds of questionnaire surveys.

1. The Cameron and Quinn Organizational Culture Scale;
2. The Understanding Servant Leadership (HLA);
3. Employee Happiness Scale (EHS);
4. Demographic Variables Questionnaire.

A questionnaire study was designated for assembling primary data of this thesis. Sekaran (2003: 105-112) clarified that a questionnaire is an inscribed group of questions to where the participants note down their responses. As stated by Saunders et al. (2009: 169-401) questionnaires generate an effective technique of collecting a great quantity of data from a considerable population in an extremely economic manner. Similarly, a questionnaire encourages applicants to answer delicate subjects as well as is categorized by absence of interviewer bias that assures neutral replies. The authors highlighted the significance of the specific and pleasant strategy, suitable lengthiness of the questionnaire, appropriate formula of questions and correct language of the questionnaire with the intention of collecting the needed data.

The questionnaires used in the current thesis study were established along with these commendations. Their designs are strong, suitable and comprehensible. The length of the questionnaires was practical as they contain the entire research objects and needs roughly ten minutes to finish each. Each question is in a Likert chart question form, including scale rating questions. The questions were obviously and exactly expressed to avoid any misinterpretation. The aim of the questionnaire survey was to gather the

needed primary data regarding the problem of different industries to response the research requests and meet its objectives.

The questionnaire method customized in the current thesis which contained of four key sections. Following sections provide profound information about questionnaires.

3.9.1. Organizational Culture Scale

This scale adapted from the study which belongs to Karakılıç Yörük, N. (2019). Her research meant to evaluate the validity and reliability of the Cameron and Quinn organizational culture scale.

According to Karakılıç Yörük, N. (2019) ,each moral of the society establishes the cultural structure. Moreover, the culture which is adopted by the society is thoroughly associated to the structures of the organizations. In this framework, the scales employed in the assessment of such a significant division in the existence of organizations get importance. In this Organizational Culture Scale, four culture categories defined respectively which are Clan, Adhocracy, Hierarchy and Market Culture.

To assess organizational culture, four dimensions from the scale developed by Cameron and Quinn (2000) and one dimension from the scale developed by Milliman et al. (2003) were utilized. The dimensions, namely “Clan Culture”, “Adhocracy Culture”, “Market Culture” and “Hierarchy Culture” from Cameron and Quinn’s scale, each consisted of four questions. Each item was rated by the respondents on a five-point Likert scale, ranging from “1 = strongly disagree” to “5 = strongly agree.

The Organizational Culture Scale used in the current thesis which contained of four key sections;

In clan culture, the researcher aimed to gather information regarding the if the employees have the feeling of belonging to the organization where they feel like home alongside the commitment of employees to the workplace. Furthermore, in the viewpoint of employees, how leadership and the development process of employees that is provided by the organizational culture can be perceived.

Second section of the questionnaire, which contains the understanding of adhocracy culture, was regarding how the workforces understand the organization where they

work in terms of the dynamics of the organization, providing facilities, resources, opportunities to improvements for them by the organization.

Third section of the questionnaire, which contains the understanding of market culture, the researcher intent to clarify if the working environment is challenging and competitive or success oriented in addition to attaining market superiority is very key.

The final section is regarding hierarchy culture of the organization where the researcher committed to underline the management system that at which levels of control, what leadership means to the workforce for instance it refers to coordinating, organizing, or smoothly functioning efficiency or the organization, where they work, has a formal rules and policies.

3.9.2. Servant Leadership Style Scale

This scale adapted from the study which belongs to Duyan E. C. and Van Dierendonck D. (2014). Their research meant to assess the validity and reliability of the Dierendonck and Nuijten's Servant Leadership Survey (2011).

Duyan E. C. and Van Dierendonck D. (2014) aimed to deeply investigate "Servant Leadership-SL" theoretically and set a base for future empirical research by adapting Servant Leadership Survey-SLS developed by Dierendonck and Nuijten (2011) into Turkish. The researchers stated that 'SL is one of the individuals and ethics centered theories but not a very common notion for Turkey'.

They originally decided that the Servant Leadership Questionnaire would consist of eight sub-dimensions, but seven dimensions were deemed appropriate in Türkiye (Van Dierendonck and Nuijten, 2011). Subsequently, authenticity dimension dropped out, Turkish version of SLS was consisted of 7 dimensions and 26 items, which was statistically acceptable to use in further research in Türkiye. Each item was rated by the respondents on a five-point Likert scale, ranging from "1 = strongly disagree" to "5 = strongly agree.

The Servant Leadership Style Scale used in the current thesis which contained of seven key sections;

The first section of the survey is named as Empowerment. It designed to gather data about how the employees see their servant leadership. This section includes seven

questions aimed at capturing answers of if the servant leaders provide the information the workers need and them the decision-making authority necessary to make their job easier also many opportunities for them to learn new skills, encourage them to find a solution on their own instead of telling them what to do when faced with a problem and to use their skills and the team to develop new ideas.

The second section of the survey is named as Standing Back. It involves the scale to assess the servant leadership in terms of employees' perspectives. This scale is composed of three questions about if the servant leaders put themselves in the background and lets others take the credit, does not expect any reward or recognition for what they do for others and are more pleased with a colleague's success than they have.

The third section of the survey is named as Accountability. It assesses the if the servant leaders make the workforces responsible for the work they conduct, hold them accountable for their performance as well as accountable for the way they run the job.

The fourth section of the survey is named as Forgiveness. It addresses the issue of understanding and consideration of the servant leaders in terms of their followers. This section is composed of three items as if the servant leaders constantly criticize their followers for the mistakes they make in their work, have a harsh attitude towards those who annoy them at work in addition to have difficulty forgetting adverse events that happened in the past.

The fourth section of the survey is named as courage. It designed to gather data about how the employees perceive their servant leadership in terms of the understanding of courage that the servant leaders should have. The aim of this section is to understand if the servant leaders can or cannot take risks and does what they think needs to be done.

The sixth section of the survey is named as humility. It designed to gather data about how the servant leaderships act on the behalf of self-effacement and humbleness in terms of the employee's eyes. The aim of this section is to understand if the servant leaders can or cannot learn from criticism, opinions, and thoughts different from their own and confess their mistakes.

Lastly, the concluding section of the survey is named as Stewardship. It encompasses if the servant leaders emphasize the importance of paying attention to the well-being of the whole and the social responsibility aspect of the work as well as have a long-term vision.

3.9.3. Employee Well-being Scale

This scale adapted from the study which belongs to Akduman (2021). Her research meant to evaluate the validity and reliability of the measuring employee happiness in Turkish culture.

Akduman (2021) believed that individuals have desired to know the factors of a happy and satisfying life also growth their stages of happiness. It is a vital requirement for employees to go to the works where the extensive period of their life passes, to effort with the similar passion and to do the job well and proficiently and with high performance, both for themselves and for the success of the organization.

Employee Happiness Scale (EHS) is a reliable and valid scale measuring employee happiness in Turkish culture with its thirty-eight items and 5-dimensional structure. Each item was rated on a five-point Likert scale, ranging from “1 = strongly disagree” to “5 = strongly agree.” In this context, the research aims to develop a scale that analyzes employee happiness in Turkish culture.

The first section of the survey is designed to gather data pertaining to the profiles of the servant leaders. This section includes four questions aimed at capturing key characteristic of the servant leaders, including if or not they act equally and fairly, their ability to empathize others, are understanding and empathetic and are more authoritarian and demanding.

The second section of the survey involves the scale to assess colleagues. This scale is composed of seven questions which are regarding the workforces' surroundings in the way of friendship in the working place. To assess the situation, these factors examined. Whether an employee easily finds a friend to communicate, is able to work with colleagues that he/she likes, having a warm and friendly environment of friends, finds his/her colleagues honest and trustworthy, working harmoniously with his/her

colleagues, if there is or not collaboration among colleagues and finally there is or not helping among colleagues.

The third section of the survey assesses the working conditions such as working hours (in duration), the workload is or not heavy, if proper workload planning exists or not and not assigning off-duty work.

The fourth section of the survey addresses the issue of opportunities to improvement of the workforces. This section is composed of nine questions that address self-actualization opportunities for the employees. To assess it is endowed to understand if an employee having professional and individual development (career) opportunities and the opportunity to make personal decisions in the work done, feeling useful, having rest hours and a resting environment, and having a certain order in the work environment. In addition to that if the work forces have safe working environment, feel comfortable and peaceful in the stress-free working environment moreover whether the workers are respected for the work they do.

Lastly, the fifth and last section of the survey encompasses fourteen questions, as measures of employee well-being in terms of in any level of recognition and reward. The participants were asked if they have ability to communicate effectively with their servant leaders, colleagues and with service users/customers/business owners. Whether the workforce feel themselves successful in what they perform, find customer/business owner/service recipient satisfaction, getting paid for their work, having the ability of the leave rights to use when it necessary, get surprises and gifts that will make them feel valued, showing understanding while doing their job, perceive appreciation of their work, recognizing the value of their work by rewarding and approving, receiving thanks from the servant leaders, colleagues and customers/business owners/service recipients for the work they perform.

3.9.4. Demographic Characteristics

In this study, demographic variables have been utilized to assess the information of the participants. These variables include: Gender; Marital Status; Age; The Level of Education; The Job experience; The Total Job Experience of The Current Job.

3.10. Distribution Techniques- E-Mail Questionnaire Questionnaires

There are numerous approaches that may be utilized for leading questionnaire surveys. As stated by Sekaran (2003: 105-112) and Saunders et al. (2009: 169-401) a questionnaire survey may be led in diverse ways, for example, self-administrated; web-based; postal; e-mail and telephone questionnaires.

The e-mail questionnaire survey was the method to gather data for the present study. The authors debated that e-mail questionnaire survey allows the researchers to custom dissimilar sorts of questions, together with open-ended questions and closed-ended questions. E-mail questionnaire survey is similarly qualified for attaining high reply to rates and make high self-confidence available that the accurate contributors are answering since questionnaires may be effectively administered by email in organizations provided that each of the sample own access to it also custom it. Moreover, e-mail questionnaire survey assists covering many contributors across geographically widespread areas in a rational budget and time horizon. A total of 400 e-mail questionnaire survey were directed amongst different employees who work in different industries in İstanbul and then demolished (Saunders et. al., 2009: 169-401).

The research is made with 400 employees. Employees with various positions in different industries were included in this study. All the questionnaires were distributed via e-mails since the distribution technique is e-mail questionnaire survey. Throughout this process, it has been clear that contributors did not expose any identity-related data and it was guaranteed that any data given would be saved confidential and will be used only for scientific research. To simplify data collection, an online survey was directed employing Google Forms. After data gathering was finished, data were saved on the researcher's PIN protected Google Form account. The questionnaire contained of five different sections along with an introductory letter which distributed the aim of gaining contributor consent and offering essential information regarding the survey. In the letter, contributors were offered with an inquiry concerning their inclination to contribute to the survey. If contributors decided to contribute, they were led to progress to the questionnaire form. On the contrary, if contributors chose not to contribute, they were given the decision to submit the survey without finishing it.

With this intention, it is ensured that the contributors' permission and willingness to involve in the study were appreciated, following to ethical considerations in research methodology.

The data collection progression has happened between the 15th of March and the 4th of May 2024. The surveys have been distributed via e-mail list which given by the organization. In order to start analysis of data, questionnaire replies were transferred to a Microsoft Excel that has PIN also. Formerly, the Excel database uploaded by the researcher to SPSS for additional analysis. The respondents filled in a Turkish language since the research taken place in Türkiye. 600 questionnaires were distributed, and 400 questionnaires were returned with a response rate of 66,6 percent. 39 surveys were not included in the sample because some surveys were left blank so only 400 of them were valid. The scale of the responses was from 1 "Completely disagree" to 5 "Completely agree."

3.11. Research Variables

Variables are notions or hypothetical thoughts which may be defined in assessable terms. It is a term which defines the abilities, attributes, and qualities of an object or condition. Variables are additional divided into independent and dependent variables which possess some similarities nonetheless they are dissimilar.

The essential of experimental research is rooted in the relation between independent and dependent variables. The researchers supposed to design a conditions and reasonable outcomes relationship by systematically monitoring the free factor also observing its influence on the reliant variable. This sequence supports in understanding the essentials that with adding to outcomes (Sekaran, 2003: 85-90).

In accordance with Sekaran (2003: 85-90) As the topic of this thesis refers 'the moderating effect of organizational culture on the relationship between servant leadership and employee well-being' the variables of the research shown below;

3.11.1. The Independent Variable: Servant Leadership

It is a variable that is manipulated or altered by the researchers to perceive its impact on the dependent variable. The Independent Variable frequently mentioned to as predictors or explanatory variables, are factors that the investigators operate or control in an experiment. The Independent Variable are purposefully altered to observe their outcome on the dependent variable. In other saying, independent variables are the inputs which the researchers have faith in impact the result of the study.

For this investigation, servant leadership style chosen as independent variable where the researcher desire to investigate its impact on the dependent variable which is employee well-being.

3.11.2. The Dependent Variable: Employee Well-Being

It is a variable in a research or experiment which is being observed and measured is influenced by the independent variable. To put it in other way, it is the variable that researchers are keen on understanding, foreseeing, or clarifying depends on the variations made to the independent variable. On the other hand, they are the consequences or responses that researchers desire to measure. The Dependent Variables depend on the changes in the independent variable. It is the factor that researchers perceive and evaluate to control the result of the manipulated independent variable.

For this examination, employee well-being selected as dependent variable where the researcher desire to investigate how employee well-being as dependent variable can be impacted by servant leadership style.

3.11.3. The Moderator Variable: Organizational Culture

It is a variable that influence the strength or way of the relations between two further variables. The Moderator variable is also mentioned to as an interactive variable which is repeatedly used to recognize in what way the relations between two variables variations depends on the level of a third variable.

For this thesis, the researcher wants to examine the relation between servant leadership and employee well-being and organizational culture is the moderating variable. For instance, the relationship between servant leadership and employee well-being. The relationship can be unlike depends on the level of organizational culture that an

individual gets benefits of it. At this stage, organizational culture is the moderating variable. If an employee gets benefits of the important levels of organizational culture, the negative impact of employee well-being can be lessened. On the other hand, if an employee gets benefits of the low levels of organizational culture, the negative impact of employee well-being can be augmented.

The purpose of a moderating variable is to classify the circumstances under which the relations among two other variables variations or becomes powerful or weaker. In other saying, a moderating variable supports to describe the framework in which a specific relationship occurs. The determination of classifying moderating variables is to assist the researchers improved understand the multifaceted relation between variables in addition to offer more correct forecasts of consequences in particular conditions. By recognizing the conditions under that a connection occurs or variates, the researchers may advance more actual interferences and actions.

3.11.4. The Control Variable: Demographic Characteristics

The aim of a control variable in a testing is to certify that any experiential variations or effects are an outcome of the manipulation of the independent variable. By means of holding variables persistent, the researchers may separate the impacts of the independent variable and specify whether it possess a noteworthy effect on the dependent variable.

In the thesis, the demographic characteristics chosen as the control variables where the researcher desire to understand if any of demographic characteristic such as Gender, Marital Status, Age, The Level of Education, The Job experience or The Total Job Experience of The Current Job have considerable influence on the relationships between servant leadership and employee well-being in addition to organizational culture. Or else, if any of demographic characteristics have an impact on employee well-being in terms of how an employee perceives their servant leaderships and organizational culture.

The Control Variables are vital because they assist to growth the reliability and validity of the research. By means of controlling variables, the researchers may lessen the potential for extraneous or confusing variables that may influence the result of the

experiment also upsurge the possibility that the outcomes correctly replicate the impact of the independent variable on the dependent variable.

This study was designed to explore the relationship between three key variables, along with demographic characteristics:

1. Organizational Culture: Clan Culture; Adhocracy Culture; Market Culture; Hierarchy Culture.
2. Servant Leadership Style: Empowerment; Standing Back; Accountability; Forgiveness; Courage; Humility, Stewardship.
3. Employee Well-Being: The Leadership Standpoint of View; Colleagues; The Working Environment; Self-Actualization; Appreciation and Reward.
4. Demographic Characteristics: Gender; Marital Status; Age; The Level of Education; The Job experience; The Total Job Experience of The Current Job.

3.12. Data Analysis Techniques

O'Hara et al. (2011: 195-223) summarized that the following stage subsequently assembling primary data as of a representative sample is to examine them in addition generate outcomes, responding the research requests and meeting the goals of the research. Respectively, inspecting, reviewing, transforming, and modelling data to draw useful information and provide conclusions are steps of data analysis process. Creswell & Clark (2011: 6-54) clarified that it is a process that comprises preparing data for analysis, discovering data, investigating data and providing the outcomes of data analysis. Furthermore, quantitative data needs dissimilar analytical approaches than qualitative data. This research espouses a quantitative methods approach; thus, its techniques were employed.

In the current study, all these analyses were actualized via SPSS and SPSS Amos, Statistical Package for Social Science, which is being used for data analysis.

The analysis of quantitative data, the questionnaire survey, was prepared in four steps by (Allant (2005: 1-14);

Initially, data was controlled for fullness as the author clarified that a questionnaire formula should not be contained in the data set if one- quarter (1\4) of its objects are

unreturned. The entire arrived questionnaires were controlled also recognized to be effective for the study.

Second, data was issued via putting up separately to the objects of the questionnaire an exclusive code. As said by the author each reply should be allocated a mathematical code earlier being typed in SPSS with the intention of converting the data attained from each item into a format that can be perceived by SPSS. In this thesis, Microsoft Excel assisted the progress of the coding the data.

In the final point, data passed into SPSS software and descriptive statistics, for instance frequencies, percentage, mean and rank, were generated to deliver the researcher with a sense of the data.

Founded on the research model in addition the hypotheses, numerous statistical analyses were customized. The following methods were used in the analysis of the data obtained in the research (KaIayci, 2005: 116-250).

- **Descriptive Statistics:** It was practiced discovering descriptive data concerning the scales contained within the survey form.
- **Kolmogorov-Smirnov Test:** This test is a non-parametric test which accustomed to gain an indicator that offers the researchers an idea of whether two distributions are dissimilar or if an underlying probability distribution is dissimilar from a hypothetical distribution. In principle, it is customized in research when the research topic has two samples from two different populations.
- **Kaiser-Meyer-Olkin (KMO) Test:** It assesses in what way the data appropriate is for factor analysis. Aimed at each variable in the model as well as the whole model, this test evaluates sampling appropriateness. In other words, it is a statistical measurement of the proportion of variance amid variables that may be common variance. It can be understood that the lower the proportion, the more appropriate the data for factor analysis.
- **Bartlett Test of Sphericity:** If the variance of multiple variables is equivalent, in other words, if the data meets the necessary assumptions than Bartlett Test

of Sphericity needs to consider to determine the data. This test considers correlation amid variables also regulates for it in the calculation.

- **Exploratory Factor Analysis (EFA):** It is the initial phase of factor analysis with EFA, understanding the variables that produce the factors of the hypothesis is meant. Such wise, innovative, and more meaningful factors may be discovered (Conway & Huffcutt, 2003: 147–168).
- **Chi-Square (X^2) Goodness of Fit:** It is a measurement that evaluates categorical variables in what manner the statistical model which desired to achieve suits observations. Briefly, the estimated values rooted in the model are close to the observed values when Goodness of Fit is high. On the contrary, when Goodness of Fit is low, the estimated values rooted in the model are far from the observed values.
- **Confirmatory Factor Analysis (CFA):** It is utilized to assess the fitting of a statistical model to a dataset. CFA is a method of factor analysis which assess a theorized fundamental structure of a set of practical variables as well as is used in administration to assess a model that clarifies the relations between hypotheses or variables.
- **Cronbach's Alpha:** It was customized to appoint the reliability of the scale statements which expose servant leadership and employee well-being in the research.
- **Structural Equation Model (SEM):** It is a statistical technique that discovers the relations between multiple variables by investigating a sequence of equations. This permits researchers to recognize the structure of interrelations amid the dependent and independent variables contained in the analysis (Lei & Wu, 2007: 33-44).

SEM was employed to inspect the relationship between servant leadership style and leader-member dealings in addition to expose whether organizational culture has a moderating role in this relationship in this thesis research. In accordance with Karagöz (2019: 1019) SEM is a multivariate statistical method that is based on a specific theory and reflects the connection between unseen and visible variables as a model. The methods implemented in SEM,

which is commonly used particularly in social sciences, have turn out to be the most significant component of multivariate analysis methods. Çokluk et. al., (2018: 252) stated that SEM is performed inclusively in areas such as unseen variable, visible variable, measurement errors in variables, mutual causality, and dependency. SEM takes measurement errors into account thus it is the most important reason it is preferred by many researchers in different disciplines. Apart from that, it similarly considers the indirect and direct effects of the variables in the model. Kline (2015: 48) outlined clearly that SEM is supposed that it makes more reliable results available in revealing multifaceted relationships between unseen and visible variables, testing hypotheses formed in the context of the research model, in addition exploring cause-effect relationships between variables. In accordance with Tabachnick et. al., (2007: 682) there are steps needed to follow for SEM analysis;

First, it is a confirmatory method also mainly used to assess a present theory, in other words it is not probable to implement SEM without stating a hypothesis regarding the relationships between the variables in the research model. Secondly, conducting a comprehensive investigation based on a theory as well as structing a model accordingly is extremely significant. If the research model is structured, the sample must be determined to test the model of study. Subsequently, data is gathered on the sample in addition the research model is assessed. To conclude, the researchers are needed to choose accurate tools which are CFA, path analysis, structural regression analysis and change model analysis, either one of them or the combination of these methods are used in the progression of assessing the research model.

- **Path Diagram:** Path diagrams are customized to visually illustrate theoretical and statistical relations between variables and it signifies the influences that are foreseen by the hypotheses. The arrows' start point is pretended the predictor variable in addition the end point is pretended the dependent variable. Valenzuela & Bachmann (2017: 2) also added that since it permits the researchers to investigate direct and indirect effects concurrently with multiple independent and dependent variables, it is seen as a more multifaceted method

than regression analysis. The supreme benefit of path analysis over regression analysis is its greater capability to distinguish relations. This is because a regression model may merely handle a sole outcome variable. In contrast, Path analysis may practice quite a lot of regression models concurrently to observe all proposed relations between predictor and outcome variables indicated by the hypothetical description. Accordingly, path analysis is principally valuable once seeing multifaceted statements.

- **Multiple Linear Regression Analysis:** It is occupied to evaluate the relation between two group or more independent variables. Multi Linear Regression Analysis enlightens how strong the relationship is amid two or more variables in addition to the value of the dependent variable at a certain value of the independent variables.
- **ANOVA (One-way Variance Analysis):** It was used to make comparison between the servant leadership and the employee well-being with those with more than two groups of demographic variables. In assessing the significance level of the outcomes gained by Independent Sampling t-test and ANOVA analysis, 0,05 value was occupied as a reference value for social science.
- **Independent Sampling t-test(2tailedtst):** It was used to make comparison between the servant leadership and the employee well-being with those with two groups of demographic variables. T test is utilized for comparing the means of two groups. Often, customs for hypothesis testing to evaluate if a process holds any outcome on the population of interest, or if two groups are dissimilar from each other.

Meant for this research, first, reliability and validity analyze of three scales and sub-dimensions were accomplished. Formerly, SEM was used to test the main two hypotheses and reveal the relationships between variables. CFA and path analyze were completed via using SPSS AMOS 23. The results obtained from the analyzes are explained and illustrated through Figures and Tables.

3.13. Population and Sampling

Sekaran (2003: 221- 226) clarified that a populace mentions to the complete assemblage of individuals, actions, fundamentals that the researchers desire to examine.

The author enlightened that sample is a sub-set or sub-group of the populace that includes demonstrative affiliates of the entire populace in addition sample subject mentions to a single participant of the sample. Of reviewing the sample, the researchers can outline inferences which have general meanings for the population. There are numerous motives for consuming a sample rather than reviewing the entire populace.

First, some populations comprise quite a lot of elements that enables it nearly impossible to assess, examine or gather data from the entire population. Correspondingly, reviewing a sample frequently generates more reliable data instead of the entire population. Because numerous mistakes might happen when reviewing a large quantity of fundamentals; yet insufficient mistakes might happen when examining a small quantity of fundamentals. Furthermore, it can be unbearable to examine all the fundamentals of some populations, which guides the researchers to practice a sample.

The scope of the study encompasses individuals who are employed in both the private and public industry of Türkiye in Istanbul. In addition, these industries provide respected understandings also assist the sampling frame for the research which are eight industries as wholesale and retail trade, manufacturing, education, administrative and support service activities, human health and work activities, information and communication, accommodation and food service activities, as well. Over and above, the motivation of selecting diverse industries was rooted in obtaining easily accessible data from the targeted population. The existence of dissimilar industries in the sample is significant from the point of strengthening the external validity of the study. Via the simple sampling method, the research was performed among the workforces who desired to contribute to the research on a voluntary basis. The sample size is statistically large enough to represent the universe. Forming the size of the sample underlined by numerous authors who recommends dissimilar guidelines in addition

sizes for sampling. For this thesis, since quantitative research selected to obtain data, the sample size requests to be big enough aimed at effectual statistical analysis in accordance with Creswell (2007: 355-369).

Though, it is significant to recognize the certain limitations of gathering data. One challenge lies in obtaining precise data since the research's time frame and resource limitations enforce boundaries on the possibility of reaching out to all applicable parties and collecting data from them. The research was designed to be achieved with more workforces with the intention of obtaining more accurate outcomes, nonetheless the research had to be restricted to 400 employees because of the difficulties in reaching the target population and collecting data as well as the problems in the volunteer recruitment process, time and cost constraints. Bearing in mind these limits, the study has implemented a simple sampling approach to make sure the illustration of the target population. To determine the minimum sample size in conditions where the variance of population below investigation is not known, the subsequent formula is employed (Malhotra et al., 2017).

$$n = \frac{\sigma^2 z^2}{D^2}$$

In the line with the Malhotra et al., (2017) references, the range of normally distributed variable may be come near to as ± 3 standard deviations and dividing by 6 provides a predictable standard deviation of 0.50 when the standard deviation of a population is not known. and the level of precision of ± 5 of the true population value and the 95% confidence level is employed, by $z = 1.96$ illustrating the associated value for the 95% confidence level, n illustrating the sample size and D illustrating the 107 level of precision. Assumed these parameters, the minimum sample size needed should be 384 people. For the aim of this thesis, simple sampling has been estimated suitable for data gathering that enables the researcher to select sampling units (Malhotra et. al., 2017: 442).

A total of 600 surveys were distributed and the number of returned surveys was 400 by 66,6% response rate.

- 51.5% of participants were women and %48,5 of participants were men.
- 71.3% of the participants were between the ages of 20-39.
- Amid the contributors, considering the last school, they graduated from is surveyed, it is seen that 39.6% were high school graduates or lower, 50% held university graduations and 10.5% possessed master's degrees.

3.14. Research Hypothesis

The proposed study was rooted in nine well-established hypothesizes which addressed an aspect of the research purpose. For simplicities, the measurements used for each hypothesizes is relevant to The Cameron and Quinn Organizational Culture Scale and Servant Leadership Style Scale as well as The Employee Happiness Scale. In addition, the hypothesizes affect to the employees who for in dissimilar industries.

The following hypotheses are posited for assessing the aim of the research, based on the research model and the variables identified for this study:

H₁: Total scores from the Empowerment, Standing Back, Accountability, Forgiveness Courage, Responsible Manager and Humility factors of the servant leadership scale statistically significantly predict employee well-being.

- H_{1a}: Empowerment has a statistically significant effect on the employe well-being.
- H_{1b}: Standing Back has a statistically significant effect on the employe well-being.
- H_{1c}: Accountability has a statistically significant effect on the employe well-being.
- H_{1d}: Forgiveness has a statistically significant effect on the employe well-being.
- H_{1e}: Courage has a statistically significant effect on the employe well-being.
- H_{1f}: Responsible Manager has a statistically significant effect on the employe well-being.
- H_{1g}: Humility has a statistically significant effect on the employe well-being.

H₂: Organizational culture has a statistically significant moderating effect on the relationship between servant leadership and employee well-being.

- H_{2a}: Clan culture has a statistically significant moderating effect on the relationship between servant leadership and employee well-being.
- H_{2b}: Adhocracy culture has a statistically significant moderating effect on the relationship between servant leadership and employee well-being.
- H_{2c}: Hierarchy culture has a statistically significant moderating effect on the relationship between servant leadership and employee well-being.
- H_{2d}: Market culture has a statistically significant moderating effect on the relationship between servant leadership and employee well-being.



CHAPTER IV

RESULTS

4.1. Descriptive Statistics

51.5% of the contributors were female, 48.5% were male, in addition 71.3% of the contributors were between the ages of 20-39. When the last school stages they graduated from are examined, it can be understood that 39.6% of them graduated from high school or below, 50% graduated from university and 10.5% graduated from post graduate school. It is seen that 21.8% of the contributors employ in the field of technical, 45.3% in the field of administrative and 33% in the field of auxiliary services. Table 4.1 highlighted descriptive data below;

Table 4.1: Descriptive Statistics

		Frequency (n)	Percentage (%)
Gender	Female	206	51.5%
	Male	194	48.5%
	Total	400	100%
Age	20-29	147	36.8%
	30-39	138	34.5%
	40-49	62	15.5%
	50-59	28	7.0%
	60 and above	25	6.3%
	Total	400	100%
Education	Primary School	20	5.0%
	Secondary School	37	9.3%
	High School	101	25.3%
	Undergraduate	200	50.0%
	Post Graduate	42	10.5%
	Total	400	100%
Marital Status	Single	172	43.0%
	Married	228	57.0%
	Total	400	100%
The department in Charge	Technical Services	87	21.8%
	Administrative Services	181	45.3%
	Ancillary Services	132	33.0%
	Total	400	100%
Total Working Time	1-5 years	145	36.3%
	6-10 years	97	24.3%
	11-15 years	66	16.5%
	16-20 years	31	7.8%

	20 years and above	61	15.3%
	Total	400	100%
The Working Time in The Organization	1-5 years	230	57.5%
	6-10 years	74	18.5%
	11-15 years	44	11.0%
	16-20 years	16	4.0%
	20 years and above	36	9.0%
Total		400	100%

The distributions of individual scores and factor-scale total scores for the SL which stands for Servant Leaderships, OC which stands for Organizational Culture and EW stands for Employee Well-being, those scales that used in the research were examined before the Exploratory factor analysis (EFA), Confirmatory factor analysis (CFA) and Structural Equation Model (SEM) analyzes. For this aim, the Kolmogorov-Smirnov (K-S) test, which is used in the normality test, was completed if the sample size was more than 50 and it was observed that the data were not normally distributed ($p < .05$).

Since the data are mostly not normally distributed in social sciences, yet an intensive investigation of the central distribution measures of the data and the skewness and kurtosis values in the range of $2.00 \pm$ are understood as normal distribution of the data (George & Mallery, 2010). In this context, the Kurtosis and Skewness values of all items are in the range of ± 2.00 . Previous the analyses of EFA, CFA, SEM and simple procedural statistics, the essential assumptions of each analysis were studied such as lost values, outliers, normality, multiple normality, intragroup normality, linearity, covariance, multiple connection problem and the analyses were sustained by seeing that the required circumstances were met. The validity and reliability analyze of the scales were completed before the analysis of the scales used in the research. Consequently, Exploratory Factor Analysis (EFA), Structural Equation Model (SEM) and Confirmatory Factor Analysis (CFA) were completed for all three scales practiced in the study also Cronbach's Alpha internal consistency coefficient was calculated. Furthermore, the general and factor total score correlations, convergent and discriminating values of the scales, and multiple normal distributions of the data were evaluated, followed by path analysis. Moreover, it was also analyzed whether the essential pre-assumptions of the analyses for simple procedural statistics such as t-test,

one-way ANOVA and multiple linear regression analysis were met before the analyses for the other hypotheses. It is understood that the analyses that were carried out met with the pre-assumptions. All analyses were performed via SPSS and SPSS Amos analysis programs.

4.2. Exploratory Factor Analyses for Scales

4.2.1. Exploratory Factor Analyses for The Servant Leadership

On account of the primary EFA analysis for the Servant Leadership, it was confirmed that some items were not collected under the anticipated factor also since it was realized that the expressions were not an indication for the consideration of the servant leadership in the sample, SL17 and SL18, which are belong to the Courage factor, SL24, SL25 and SL26, which are belong to the Responsible Management factor. items were one by one detached consistent with factor loads by means of EFA analysis. Lastly, in accordance with Çokluk et. al., (2016) the Kaiser-Meyer-Olkin (KMO) test was carried out to test the appropriateness of the sample size, which is one of the pre-EFA counts for the Servant Leadership Scale, for factorization, also it was controlled that the KMO value was .91 in addition it was perceived that the sample size of this value was appropriate for factor analysis.

Furthermore, the Barlett Sphericity test was seen to be statistically noteworthy [$\chi^2(210) = 4482.196$; $p < .001$]. So as to specify the number of factors in EFA, principal component analysis was chosen by means of the factorization method, and Varimax (maximum variability), one of the vertical rotation methods, was selected by way of the rotation method, and by the analysis, it was understood that there was a total of 4 factors above 1 Eigenvalue for 21 items. Nevertheless, it was chosen to complete a 5-factor EFA since the eigenvalue of the 5th factor is .955. The total variance explanation rate of these 5 factors is superior to 40% (69%). The explanation rates of the total variance of the factors were 37.5%, correspondingly; %10,7; %9,1; 7.1% and 4.5%. In this manner, it was nominated to endure the analysis of the scale with 5 factors, with both earlier studies and data supporting 5 factors. To expose the factor pattern in the servant leadership scale, .32 was assigned as the critical level for factor load coefficients in EFA besides it was understood that the scale items were collected under

the anticipated factors as in earlier studies, as in Table 4.2. When the participations of all items to the common factor variance are inspected, it is perceived that no item has a value below .50.

Table 4.2: EFA Factor Load Coefficients of The Servant Leadership Scale Rotated by The Varimax (Vertical Rotation) Method

	Empowermen t	Humility	Accountability	Standing Back	Forgiveness	Common Factor Variance (h^2)
SL1	.746	-.051	.123	.138	.016	.594
SL2	.805	.195	.099	.140	.009	.715
SL3	.812	.292	.037	-.006	-.059	.749
SL4	.799	.230	.112	.183	-.064	.741
SL5	.755	.224	.143	.179	-.030	.674
SL6	.716	.209	.121	.208	-.009	.614
SL7	.690	.224	.021	.353	-.054	.654
SL8	.314	.276	.101	.765	-.036	.772
SL9	.322	.289	.082	.734	.048	.736
SL10	.303	.402	.205	.666	-.146	.760
SL11	.108	.080	.784	.177	.032	.665
SL12	.074	.161	.814	.077	.048	.703
SL13	.187	.170	.743	-.024	.071	.622
SL14	-.007	.075	.113	-.054	.823	.698
SL15	-.118	.026	.063	.013	.817	.687
SL16	.031	-.125	-.039	-.017	.813	.680
SL19	.204	.643	.312	.181	-.042	.586
SL20	.166	.790	.220	.037	.022	.703
SL21	.202	.710	.013	.329	.063	.657
SL22	.212	.829	.084	.206	-.033	.783
SL23	.247	.756	.066	.219	-.039	.687

4.2.2. Exploratory Factor Analyses for The Employee Well-Being

Due to the initial EFA analysis for the employee well-being, it was specified that some items were not collected under the anticipated factor and it was perceived that these expressions were not an indicator for understanding the employee well-being in the sample, EW1, EW2, EW3, EW4, EW5, EW12, EW16, EW17, EW21, EW22, EW23, EW24, EW25, EW26, EW27, EW28, EW29, EW33, EW34, EW35, EW36, EW37 and EW38 items were progressively detached consistent with factor loads on account of EFA analysis. Items EW1-EW5 are Managers, EW12 is Working Conditions, EW16

and EW17 and EW21-EW24 are Opportunities for Self-Realization, EW25-EW29 and EW33-EW38 are items for the Appreciation and Reward factor.

In conclusion, the Kaiser-Meyer-Olkin (KMO) test was carried out to exam the suitability of the sample size, which is one of the pre-EFA counts for the employee well-being, for factorization, and it was determined that the KMO value was .87 and it was seen that the sample size of this value was suitable for factor analysis (Çokluk et al., 2016).

In addition, the Barlett sphericity test was seen to be statistically significant [$\chi^2(105) = 2498.09$; $p < .001$]. With the intention of determining the number of factors in EFA, principal component analysis was determined as the factorization method, and Varimax (maximum variability), one of the vertical rotation methods, was chosen as the rotation method, and by means of the analysis, it was considered that there were 4 factors in total with an eigenvalue above 1 for 15 items.

The total variance explanation rate of these 4 factors is greater than 40% (66%). The explanation rates of the factors for the total variance were 37.9%, respectively; %13,1; 8.2% and 6.8%. In this way, it was agreed to endure the analysis of the scale with 4 factors, both previous studies and the data supporting 4 factors. To end, while the scale was formerly 5-factor, because of the EFA consequences, it was agreed that the Managers factor should be detached from the scale in addition the scale should be sustained thru 4 factors, some items should be removed from these 4 factors also. To reveal the factor pattern in the employee well-being scale, .32 was appointed as the critical level for factor load coefficients in EFA and it was recognized that the scale items were gathered under the anticipated factors as in former studies, as in Table 4.3. As soon as the contributions of all items to the common factor variance are inspected, it is anticipated that no item has a value below .50.

Table 4.3: EFA Factor Load Coefficients of The Employee Well-Being Scale Rotated by Varimax (Vertical Rotation) Method

	Colleagues	Working Environment	Appreciation and Rewarding	Self-Realization O.	Common Factor Variance (h^2)
EW6	.785	.030	.126	.082	.640
EW7	.817	.033	.214	.128	.730
EW8	.727	.107	.207	.138	.601
EW9	.774	.098	-.023	.243	.668
EW10	.705	.230	.134	.110	.580
EW11	.692	.232	-.005	.264	.602
EW13	.123	.784	.158	.151	.678
EW14	.229	.795	.212	.069	.733
EW15	.087	.779	.227	.087	.673
EW18	.199	.017	-.055	.805	.691
EW19	.280	.169	.233	.743	.713
EW20	.194	.195	.349	.706	.697
EW30	.092	.274	.682	.027	.549
EW31	.175	.178	.686	.274	.608
EW32	.144	.155	.829	.081	.739

4.2.3. Exploratory Factor Analyses for The Organizational Culture

By means of the first EFA analysis for organizational culture, it was settled that some items were not gathered under the expected factor and it was seen that these statements were not a measurement expression for understanding the organizational culture in the sample, OC5 which belongs to the Adhocracy culture, OC9, OC10, OC11 and OC12 which belong to the Market culture factor items were progressively detached consistent with factor loads because of EFA analysis. Finally, the Kaiser-Meyer-Olkin (KMO) test was achieved so as to exam the suitability of the sample size, which is one of the pre-EFA counts for the Organizational Culture scale, for factorization, and it was determined that the KMO value was .90 and it was understood that the sample size of this value was suitable for factor analysis (Çokluk et. al., 2016). Furthermore, Barlett sphericity test was found to be statistically significant [$\chi^2_{(55)}=2536,66; p<,001$]. To regulate the number of factors in EFA, principal component analysis was decided as the factorization method and Varimax (maximum variability) was decided as the

rotation method, and because of the analysis, it was realized that there were 2 factors in total for 11 items with an eigenvalue above 1.

Though, since the intrinsic value of the 3rd factor is .799 and it is involved as a factor in the original scale and it cannot measure Adhocracy in the organizational culture, it was decided to put on a 3-factor EFA to the scale. The decision of whether to eliminate this factor by observing at the CFA and reliability results of the values of the adhocracy culture was left to the subsequent analysis, and it was decided not to assess it only consistent with the EFA results, but to evaluate it holistically.

The total percentage of variance explanation rate of these 3 factors is greater than %40 (%73). Respectively, the total percentage of variance explanation rates were %52,5; %13,4 and %7,3. By considering former studies and the data which supporting 3 factors, it was appointed undergo the analysis of the scale with 3 factors in addition to it was agreed that the Marketing culture factor should be detached from the scale.

To reveal the factor pattern in the organizational culture scale, .32 was appointed as the critical level for factor load coefficients in EFA and it was recognized that the scale items were gathered under the anticipated factors as in former studies, as in Table 4.4. 10. As soon as the contributions of all items to the common factor variance are inspected, it is anticipated that no item has a value below .50.

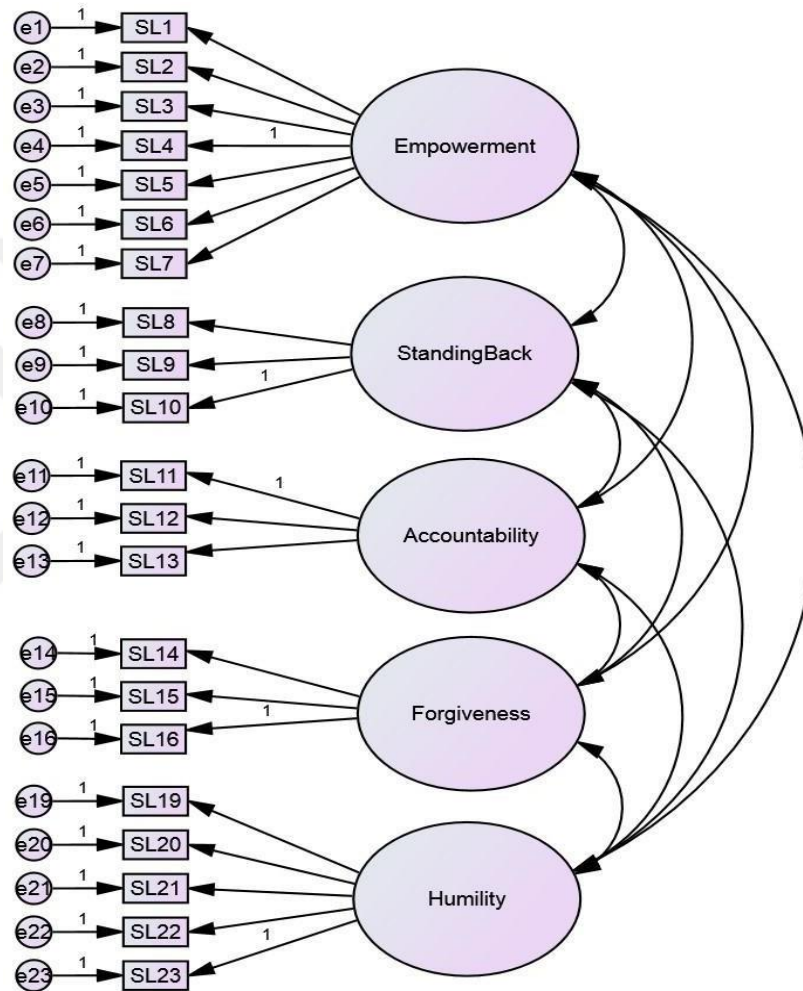
Table 4.4: Varimax Rotated EFA Factor Loading Coefficients of the Organizational Culture Scale

	Hierarchy Culture	Clan Culture	Adhocracy Culture	Common Factor Variance (h^2)
OC1	.246	.815	.195	.762
OC2	.311	.740	.281	.723
OC3	.272	.680	.281	.616
OC4	.145	.734	.416	.734
OC6	.139	.325	.757	.698
OC7	.204	.252	.850	.828
OC8	.260	.289	.746	.708
OC13	.795	.268	.156	.729
OC14	.821	.192	.198	.750
OC15	.831	.250	.126	.770
OC16	.810	.170	.218	.733

4.3. Confirmatory Factor Analyzes for Scales

4.3.1. Confirmatory Factor Analyzes for The Servant Leadership

The CFA SEM diagram of the Servant Leadership scale is shown in Figure 4.1. It was realized that the modification suggestions would not hold a significant positive effect on the goodness-of-fit values when the CFA goodness-of-fit consequences of the scale were inspected, consequently, the model was not modified. In Table 4.5 the



$\chi^2=456,919$ ($df=179$); $\chi^2/df=2,553$; $RMSEA=,06$; $CFI=,94$; $IFI=,94$; $TLI=,92$; $NFI=,90$; $GFI=,90$

Figure 4. 1: The CFA of Servant Leadership Scale

standardized factor loading coefficients of the servant leadership scale for CFA, Cronbach's Alpha internal consistency coefficients, AVE (Average Variance Extracted) and CR (Composite Reliability) values are illustrated below.

Table 4. 5: Servant Leadership Factor, Reliability and Validity Coefficients

Variances	Standardized Factor Loadings (β^*)	Cronbach's Alpha (α)	AVE	CR
Servant Leadership		.894	.584	.967
Empowerment		.912	.580	.906
SL1	.648***			
SL2	.796***			
SL3	.797***			
SL4	.849***			
SL5	.804***			
SL6	.751***			
SL7	.761***			
Standing Back		.841	.523	.766
SL8	.785***			
SL9	.756***			
SL10	.852***			
Accountability		.743	.610	.824
SL11	.687***			
SL12	.759***			
SL13	.660***			
Forgiveness		.759	.669	.858
SL14	.731***			
SL15	.737***			
SL16	.678***			
Humility		.872	.560	.863
SL19	.692***			
SL20	.731***			
SL21	.745***			
SL22	.853***			
SL23	.791***			

When the factor loadings of the servant leadership scale were analyzed; the indicators of Empowerment Factor Loadings were between empowerment 0.65 and 0.85; the indicators of Standing-Back Factor Loadings were between 0.76 and 0.85; the indicators of Accountability Factor Loadings were between 0.66 and 0.76; the indicators of Forgiveness Factor Loadings were between 0.68 and 0.74; the indicators of Humility Factor Loadings were between 0.69 and 0.85; on the top of that the indicators of overall Standardized Factor Loadings were between 0.65 and 0.85 was measured.

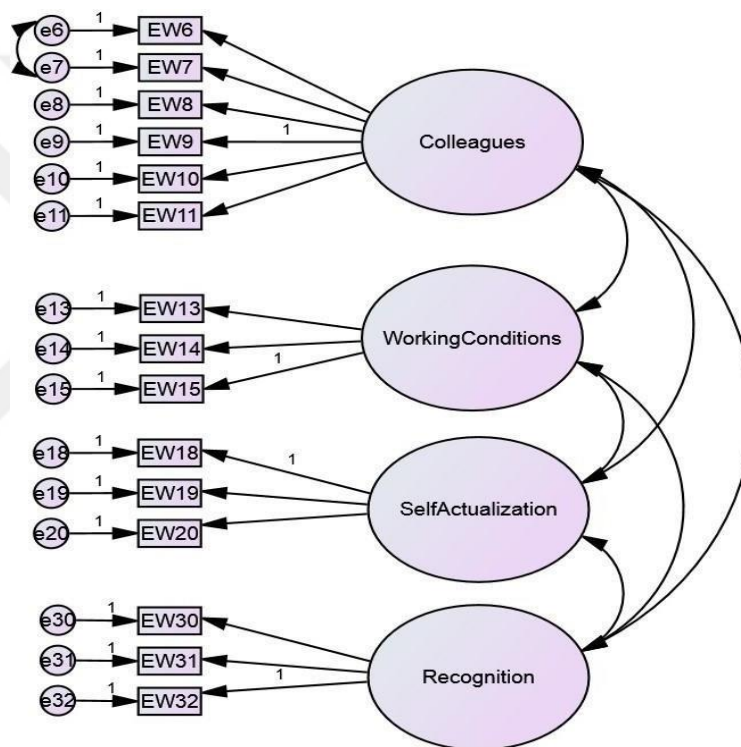
In consisted with (Büyüköztürk, 2012: 134) it is a virtuous measurement that the factor loading value is equal to 0.45 or else greater than that, nonetheless the limit value can be decreased to 0.30 for a minor number of items in practice. In this sense, the factor loading ecoefficiencies for the servant leadership scale expression are at the level of acceptance. According to the findings of Duyan & Dierendonck (2014) Cronbach's Alpha internal consistency coefficient of servant leadership reliability value was 0.91 for the entire scale. For this study, this value was 0.89 for the entire scale also for its subscales Cronbach's Alpha internal consistency coefficient of servant leadership reliability value were between 0.74 and 0.91. As said by Büyüköztürk (2012: 134), Cronbach's Alpha internal consistency coefficient being superior to 0.70 is considered a satisfactory number for the reliability of the measurement tool.

With the intention of testing the appropriateness of the data with the model which designed for the research, this research comprised Chi-Square (χ^2) Goodness of Fit, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI), Normed Fit Index (NFI) and Goodness of Fit Index (Goodness of Fit Index: GFI) was analyzed and examined (Hair et al., 2014). Since Chi-Square (χ^2) Goodness of Fit is sensitive to sampling, $\chi^2/\text{degrees of freedom (df)}$ were calculated. $\chi^2/\text{df} \leq 2$ and under is considered perfect fit (Tabachnick & Fidell, 2013), while $\chi^2/\text{df} \leq 5$ is considered adequate fit (Sümer, 2000: 49-74) (Narrator: Çokluk et al., (2016). It appears that the model formed for servant leadership and the goodness of fit values of the data are among acceptable values. In accordance with Çokluk et al., (2016); Fornell & Lacker (1981:39-50); Hair et al., (2014) ; Gefen et al., (2000: 1-70) state that with the purpose of confirming

convergent validity, all AVE values should be superior than 0.5 in addition to all Combined Reliability (CR) values should be bigger than 0.7. When the AVE (Average Variance Extracted) values in Table 4.5. are observed, it is perceived that it is between 0.52 and 0.67, and when the CR values are examined, it is seen that it is between 0.77 and 0.97. Consequently, it was understood that all values were in acceptable limits.

4.3.2. Confirmatory Factor Analyzes for The Employee Well-Being

The CFA SEM diagram of the employee well-being scale is shown in Figure 4.2.



$\chi^2=204,099$ ($df=83$); $\chi^2/df=2,459$; $RMSEA=,06$; $CFI=,95$; $IFI=,95$; $TLI=,94$; $NFI=,92$; $GFI=,93$

Figure 4. 2: The CFA of Employee Well-Being

It was realized that the modification suggestions would embrace a significant positive effect on the goodness-of-fit values when the CFA goodness-of-fit consequences of the scale were inspected, therefore a modification was made between the error terms e6 and e7 in the model. The fact that these two items have similar meanings has made modifications between these error terms legitimate in the theoretical background. The standardized factor loading coefficients of the employee well-being scale for CFA, Cronbach's Alpha internal consistency coefficients, AVE (Average Variance Extracted) and CR (Composite Reliability) values are shown in Table 4.6.

Table 4.6: Employee Well-Being Factor, Reliability and Validity Coefficients

Variance	Standardized Factor Loadings (β^*)	Cronbach's Alpha (α)	AVE	CR
Employee Well-being		.878	.571	.952
Colleagues		.875	.565	.886
EW6	.676***			
EW7	.763***			
EW8	.729***			
EW9	.762***			
EW10	.715***			
EW11	.715***			
Working Conditions		.781	.618	.829
EW13	.709***			
EW14	.807***			
EW15	.705***			
Self-Actualization		.759	.566	.796
EW18	.540***			
EW19	.825***			
EW20	.788***			
Recognition and Reward		.713	.541	.778
EW30	.586***			
EW31	.719***			
EW32	.730***			

When the factor loadings of the employee well-being scale were analyzed; the indicators of Colleagues Factor Loadings were between empowerment 0,68 and 0,76; the indicators of Working Conditions Factor Loadings were between 0. 70 and 0,81; the indicators of Self-Actualization Factor Loadings were between 0.54 and 0.82; the indicators of Recognition and Reward Factor Loadings were between 0.59 and 0.73; on the top of that the indicators of overall Standardized Factor Loadings were between 0.54 and 0.82 was measured.

In consistence with Büyüköztürk (2012: 134) it is a virtuous measurement that the factor loading value is equal to 0.45 or else greater than that, nonetheless the limit value can be decreased to 0.30 for a minor number of items in practice. In this sense, the factor loading ecoefficiencies for the employee well-being scale expression are at the level of acceptance.

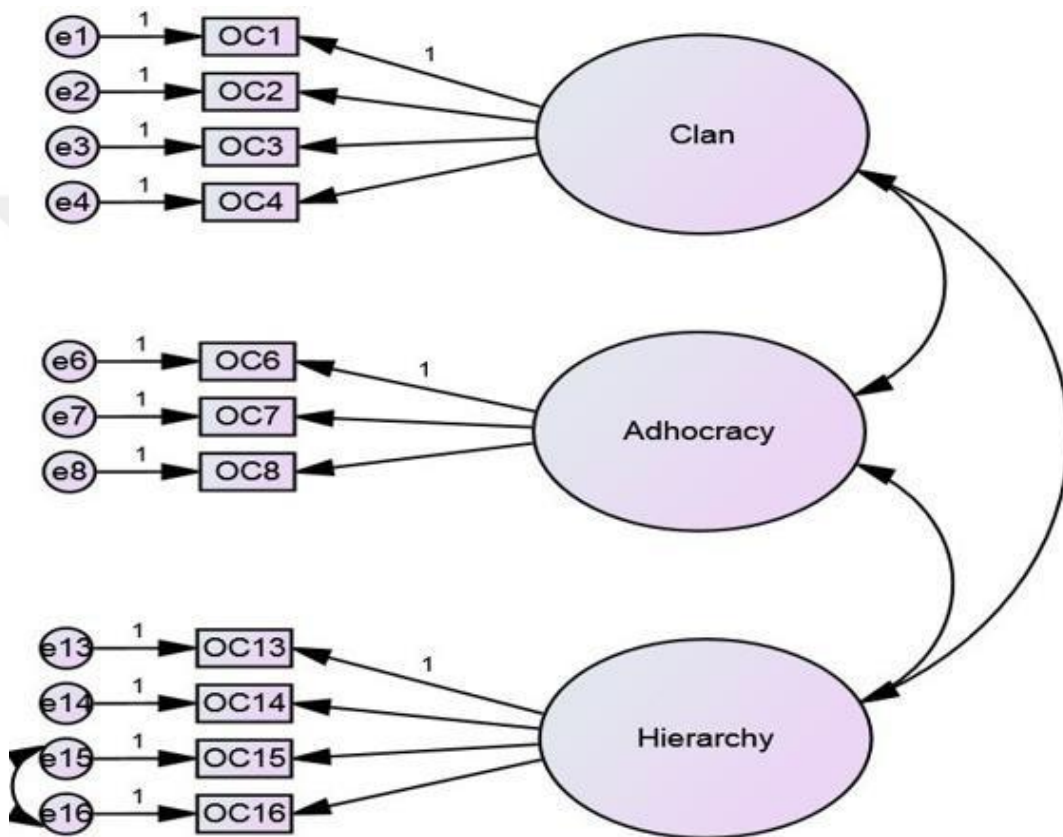
According to the findings of Akduman (2021) Cronbach's Alpha internal consistency coefficient of employee well-being reliability value was 0.89 for the entire scale. For this study, this value was 0.88 for the entire scale also for its subscales Cronbach's Alpha internal consistency coefficient of servant leadership reliability value were between 0.71 and 0.87. As said by Büyüköztürk (2012: 134), Cronbach's Alpha internal consistency coefficient being superior to 0.70 is considered a satisfactory number for the reliability of the measurement tool.

With the object of testing the appropriateness of the data with the model which designed for the research, Chi-Square (χ^2), Goodness of Fit, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI), Normed Fit Index (NFI) and Goodness of Fit Index (GFI) were analyzed and examined Hair et al., (2014). Since Chi-Square (χ^2) Goodness of Fit is sensitive to sampling, $\chi^2/\text{degrees of freedom (df)}$ were calculated. $\chi^2/\text{df} \leq 2$ and below is considered perfect fitting by Tabachnick and Fidell (2013) and $\chi^2/\text{df} \leq 5$ is considered adequate fitting (Sümer, 2000: 49-74). By itself, the model for employee well-being and the goodness-of-fit values of the data are among acceptable values (Çokluk et al., 2016; Fornell & Lacker, 1981; Hair et al., 2014). Gefen et al. (2000) mention that with the aim of certifying convergent validity, all AVE values should be superior than 0.5 and all Combined Reliability (CR) values should be more

than 0.7. When the AVE (Average Variance Extracted) values in Table 4.6. are studied, it is perceived that it is between 0.54 and 0.62, and when the CR values are observed, it is understood that it is between 0.78 and 0.95. Accordingly, it was perceived that all values were in acceptable limits.

4.3.3. Confirmatory Factor Analyzes for The Organizational Culture

The CFA SEM diagram of the organizational culture scale is shown in Figure 4.3.



$\chi^2=109,798$ ($df=40$); $\chi^2/df=2,745$; $RMSEA=,07$; $CFI=,97$; $IFI=,97$; $TLI=,96$; $NFI=,96$; $GFI=,95$

Figure 4. 3: The CFA of Organizational Culture

It was appreciated that the modification suggestions would embrace a significant positive effect on the goodness-of-fit values when the CFA goodness-of-fit consequences of the scale were inspected, therefore a modification was made between

the error terms e15 and e16 in the model. The fact that these two items have similar meanings has made modifications between these error terms legitimate in the theoretical background. The standardized factor loading coefficients of the organizational culture scale for CFA, Cronbach's Alpha internal consistency coefficients, AVE (Average Variance Extracted) and CR (Composite Reliability) values are shown in Table 4.7.

Table 4.7: Organizational Culture Factor, Reliability and Validity Coefficients

Variance	Standardized Factor Loadings (β^*)	Cronbach's Alpha (α)	AVE	CR
Organizational Culture		.909	.611	.945
Clan Culture		.856	.553	.831
OC1	.783***			
OC2	.805***			
OC3	.714***			
OC4	.794***			
Adhocracy Culture		.827	.617	.828
OC6	.740***			
OC7	.852***			
OC8	.778***			
Hierarchy Culture		.884	.663	.887
OC13	.841***			
OC14	.852***			
OC15	.767***			
OC16	.723***			

***p<.001

When the factor loadings of the Organizational Culture scale were analyzed; the indicators of Clan Culture Factor Loadings were between 0.71 and 0.80; the indicators of Adhocracy Culture Factor Loadings were between 0.74 and 0.85; the indicators of Hierarchy Culture Factor Loadings were between 0.72 and 0.85; on the top of that the indicators of overall Standardized Factor Loadings were between 0.71 and 0.85 was measured.

In consistence with Büyüköztürk (2012: 134) it is a virtuous measurement that the factor loading value is equal to 0.45 or else greater than that, nonetheless the limit value can be decreased to 0.30 for a minor number of items in practice. In this sense, the factor loading ecoefficiencies for the organizational culture scale expression are at the level of acceptance. The Cronbach's Alpha internal consistency coefficient of organizational culture reliability is 0.91 in addition as for its sub-dimensions it was between 0.83 and 0.88. for the entire scale.

According to the findings of Karakılıç Yörük (2019) Cronbach's Alpha internal consistency coefficient of organizational culture reliability value was 0.87 for the entire scale. For this study, this value was 0.88 for the entire scale also for its subscales Cronbach's Alpha internal consistency coefficient of servant leadership reliability value were between 0.71 and 0.87. As said by Büyüköztürk (2012: 134) Cronbach's Alpha internal consistency coefficient being superior to 0.70 is considered a satisfactory number for the reliability of the measurement tool.

With the object of testing the appropriateness of the data with the model which designed for the research, Chi-Square (χ^2), Goodness of Fit, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI), Normed Fit Index (NFI) and Goodness of Fit Index (GFI) were analyzed and examined (Hair et al., (2014).

Since Chi-Square (χ^2) Goodness of Fit is sensitive to sampling, $\chi^2/\text{degrees of freedom}$ (df) were calculated. $\chi^2/\text{df} \leq 2$ and below is considered perfect fitting by Tabachnick et. al., (2013) and $\chi^2/\text{df} \leq 5$ is considered adequate fitting that said by Sümer (2000: 49-74) which qquoted in Çokluk et al., (2016). By itself, the model for employee well-being and the goodness-of-fit values of the data are among acceptable values (Çokluk et al., 2016; Fornell & Lacker, 1981: 39-50; Hair et al., 2014). Gefen et al. (2000: 1-70) mention that with the aim of certifying convergent validity, all AVE values should be superior to 0.5 and all Combined Reliability (CR) values should be more than 0.7. When the AVE (Average Variance Extracted) values in Table 4.7. are studied, it is perceived that it is between 0.55 and 0.66, and when the CR values are observed, it is understood that it is between 0.83 and 0.94. Accordingly, it was perceived that all values were in acceptable limits.

4.4. Correlations Analysis

Once servant leadership, employee well-being, organizational culture, and their sub-dimensions as well as their item total score correlation coefficients are inspected in Table 4.8. most relationships were agreed with each other at a statistically significant level ($p < .01$) or $p < .05$) are perceived to be correlated. It was similarly experimental that there was no statistically significant difference between factors 5 to 2 and 3 to 6. Yet, since factor number 5 had an encouraging and statistically significant ($r = .175$; $p < .01$) relationship with the overall total score of the Servant Leadership Scale, it was appointed to save the factor in the analyses.

As stated by Fornell & Lacker (1981: 39-50) to gather discriminant validity, the correlation coefficients between the factors and the square roots of the AVE values are compared then the correlation coefficient is expected to be lower than the square root of the AVE. As soon as the AVE value square roots in the shaded area in Table 14 are compared with the correlation coefficients of the factors, it is perceived that the AVE square root values are advanced than the correlation coefficients. Therefore, it can be supposed that all factors have discriminant validity.

Since it was perceived that the assumptions as convergent validity and discriminant validity, reliability, item-total correlations, and CFA model-data goodness of fit values were adequate, it was proper to continue with path analysis via Structural equation modeling, (SEM).

The multiple normality distributions of the data, which is one of the presumptions for path analysis, SEM, were studied, however it was understood that the data was not distributed multi-normally (kurtosis and critical value $> 10,000$). In accordance with Tabachnick et. al., (2013) in cases where the multiple normality assumption of the data is not fulfilled, it is expected that the data are distributed multiple normally, with the kurtosis and skewness coefficients of each item separately in the range of ± 1.50 . As revealed in Tables 9, 10 and 11, it was decided that the data was disseminated multiple normally since the kurtosis and skewness values of each item, factor and scale total score were in the ± 1.50 value range.

Table 4.8: Descriptive Statistics, Item Total Correlations, and Discriminant Validity of the Measurement Model

	μ	σ	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
<i>Servant Leadership (1)</i>	69.54	14.04															
Empowerment (2)	24.34	6.63	.838**														
Standing Back (3)	9.35	3.24	.790**	.614**	.723												
Accountability (4)	11.11	2.58	.559**	.309**	.330**	.781											
Forgiveness (5)	8.75	3.03	.175**	-.071	-.078	.102*	.818										
<i>Humility (6)</i>	15.99	4.88	.809**	.524**	.648**	.375**	-.024	.748									
<i>Employee Well-Being (7)</i>	52.34	10.19	.537**	.476**	.457**	.300**	-.030	.454**									
Colleagues (8)	22.05	4.92	.355**	.315**	.255**	.250**	.016	.281**	.825**								
Working Conditions (9)	9.43	3.03	.419**	.409**	.375**	.129**	.004	.330**	.710**	.367**	.786						
Self-Actualization (10)	11.15	2.61	.461**	.378**	.405**	.366**	-.109*	.418**	.725**	.504**	.361**	.752					
Recognition & Reward (11)	9.72	2.92	.431**	.370**	.415**	.166**	-.038	.396**	.717**	.365**	.501**	.414*	.736				
<i>Organizational Culture (12)</i>	37.62	8.85	.530**	.488**	.478**	.156**	-.102*	.524**	.622**	.452**	.451**	.490*	.506**				
Clan Culture (13)	13.51	3.89	.497**	.486**	.440**	.147**	-.112*	.468**	.641**	.495**	.456**	.459*	.521**	.895**			
Adhocracy Culture (14)	9.80	2.76	.496**	.449**	.467**	.119*	-.069	.487**	.503**	.338**	.373**	.399*	.444**	.819**	.682**	.785	
Hierarchy Culture (15)	14.31	3.75	.369**	.317**	.327**	.128*	-.075	.391**	.433**	.304**	.317**	.385*	.327**	.828**	.572**	.489**	.814

μ : Arithmetic Mean; σ : Standard Deviation; **Pearson Correlation Analysis**: *p<.05; **p<.01; The square root of AVE is revealed in bold on the diagonals.

Table 4.9: Item and Factor-Scale Total Score Data Distributions (The Servant Leadership)

The Servant Leadership Variance	Kolmogoro v-Smirnov (p)	Skewne ss	Kurtosis
SL1	<.001	-.690	-.214
SL2	<.001	-.748	-.179
SL3	<.001	-.629	-.480
SL4	<.001	-.582	-.562
SL5	<.001	-.514	-.605
SL6	<.001	-.500	-.593
SL7	<.001	-.477	-.526
Empowerment Factor Total Score	<.001	-.606	-.147
SL8	<.001	-.277	-.992
SL9	<.001	-.170	-1.012
SL10	<.001	-.380	-.828
Standing Back Total Factor Score	<.001	-.300	-.684
SL11	<.001	-.840	.254
SL12	<.001	-.803	.207
SL13	<.001	-.809	.192
Accountability Total Factor Score	<.001	-.743	.699
SL14	<.001	.066	-1.034
SL15	<.001	-.002	-1.014
SL16	<.001	-.016	-.968
Forgiveness Total Factor Score	<.001	.053	-.672
SL19	<.001	-.414	-.798
SL20	<.001	-.436	-.514
SL21	<.001	-.327	-.924
SL22	<.001	-.445	-.708
SL23	<.001	-.354	-.807
Humility Total Factor Score	<.001	-.482	-.359
The Total Factor Score of The Servant Leadership	<.001	-.518	.362

Table 4.10: Item and Factor-Scale Total Score Data Distributions (The Employee Well-being)

Variance	Kolmogorov-Smirnov (p)	Skewness	Kurtosis
EW6	<.001	-.826	.401
EW7	<.001	-.744	.144
EW8	<.001	-.562	-.372
EW9	<.001	-.847	.334
EW10	<.001	-.655	-.129
EW11	<.001	-.687	.050
Colleagues Total Factor Score	<.001	-.568	.108
EW13	<.001	-.325	-.735
EW14	<.001	-.306	-.710
EW15	<.001	-.307	-1.012
Working Conditions Total Factor Score	<.001	-.256	-.480
EW18	<.001	-.824	.408
EW19	<.001	-.708	-.175
EW20	<.001	-.659	-.029
Self-Actualization Total Factor Score	<.001	-.608	.320
EW30	<.001	-.237	-.954
EW31	<.001	-.562	-.520
EW32	<.001	-.217	-.918
Recognition & Reward Total Factor Score	<.001	-.221	-.528
The Total Factor Score of The Employee Well-being	<.001	-.455	.696

Table 4.11: Item and Factor-Scale Total Score Data Distributions (The Organizational Culture)

Variance	Kolmogorov -Smirnov (p)	Skewness	Kurtosis
OC1	<.001	-.358	-.735
OC2	<.001	-.512	-.535
OC3	<.001	-.751	-.085
OC4	<.001	-.477	-.671
Clan Culture Total Factor Score	<.001	-.508	-.224
OC6	<.001	-.339	-.553
OC7	<.001	-.505	-.348
OC8	<.001	-.516	-.289
Adhocracy Culture Total Factor Score	<.001	-.503	.066
OC13	<.001	-.558	-.473
OC14	<.001	-.551	-.055
OC15	<.001	-.471	-.332
OC16	<.001	-.644	-.131
Hierarchy Culture Total Factor Score	<.001	-.675	.311
The Total Factor Score of The Organizational Culture	<.001	-.709	.598

4.5. Structural Equation Model (Sem) Path Analysis

4.5.1. Sem Path Analysis-Organizational Culture

Subsequently the validity and reliability analyze of the measurement model were achieved, path analysis was initiated. The statistical diagram of the path analysis of SEM, which was formed consistent with the H₂ hypothesis, which is the core hypothesis of the study, is as illustrated in Figure 4.4.

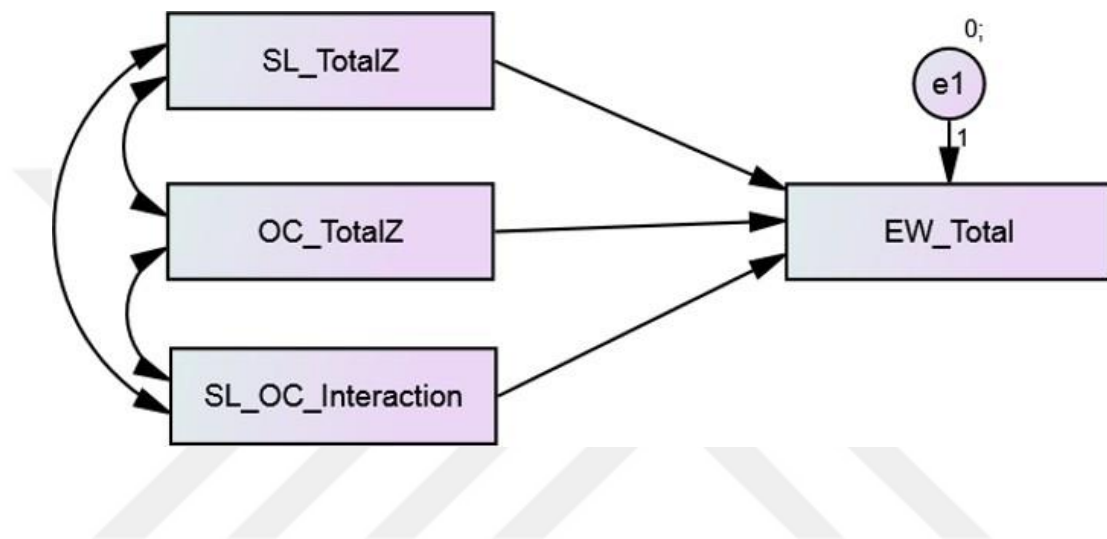


Figure 4. 4: Path Analysis Diagram-I

The statistical model for this research which reflects the moderating effect of organizational culture on the relationship between servant leadership and employee well-being was designed based on the total scores of the scales of which validity and reliability were evaluated.

With the aim of revealing the moderating effect, Z-scores of the total scale scores of the independent variable (Servant leadership) and moderating variable (Organizational culture) were calculated and these z-scores was generated the interaction variable which was calculated by multiplying the total scale score z-scores of the independent variable and moderating variable.

Table 4.12: Structural Equation Model Path Analysis Results-I

Path	R ²	β	β^*	C. R.	p	Standard Error	Result
EW_Total<-SL_TotalZ	.449	3.000	.294	6.685	***	.449	H ₂ -Not Supported
EW_Total <-OC_TotalZ		4.897	.481	10.762	***	.455	
EW_Total <-SL & OC Interaction		.394	.050	1.281	.200	.307	

***p<.001; Unstandardized Regression Coefficient: β ; Standardized Regression Coefficient: β^* ; Critical Ratio: C.R.; Significance: p

In the model, servant leadership ($\beta^*=.294$; $p<.001$) and organizational culture ($\beta^*=.481$; $p<.001$) affect employee well-being in a statistically significant and positive way, while the Interaction variable ($\beta^*=.050$; $p=.200$) does not affect the employee's well-being at a statistically significant level. Consequently, there was not any moderating effect of organizational culture on the relationship between servant leadership and employee well-being. As a result, H₂ hypothesis was not supported.

4.5.2. Sem Path Analysis-Clan Culture

In the research model, while Servant Leadership ($\beta^*=.297$; $p<.001$) and Clan Culture ($\beta^*=.505$; $p<.001$), have a statistically meaningful and positive influence on Employee Well-Being, interaction variable ($\beta^*=.048$; $p=.200$) has not any statistical influence on it. For this reason, it is not assumed any moderating effect of Clan Culture on the relationship between Servant leadership and Employee Well-being. Accordingly, H_{2a} was not supported as illustrated Table 4.13. Also, in Figure 4.5 it may be seen that statistical data concerning SEM path analysis which designed based on H_{2a}.

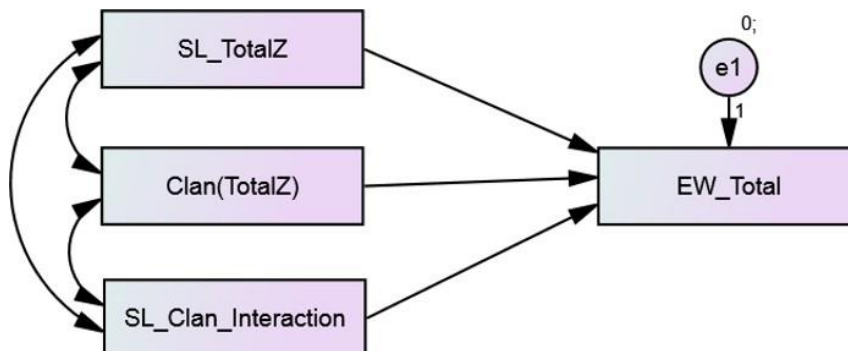


Figure 4. 5: Path Analysis Diagram-II

Table 4.13:SEM Path Analysis Results-II

Path	R ²	β	β^*	C. R.	p	Standard Error	Result
EW_Total<-SL_TotalZ	.476	3.029	.297	7.061	***	.429	H _{2a} -Not Supported
EW_Total <- Clan_TotalZ		5.144	.505	11.961	***	.430	
EW_Total <- C&SL Interaction		.413	.048	1.282	.200	.322	

***p<,001; Unstandardized Regression Coefficient: β ; Standardized Regression Coefficient: β^* ; Critical Ratio: C.R.; Significance: p

4.5.3. Sem Path Analysis- Adhocracy Culture

In the model, Servant Leadership ($\beta^*=,394$; $p<,001$) and Adhocracy Culture ($\beta^*=,332$; $p<,001$), affect employee well-being in a statistically significant and positive way, while the Interaction variable ($\beta^*=,077$; $p=,069$) does not affect the employee's well-being at a statistically significant level. Nevertheless, it is also perceived that the p value is quite close to the 0.05 significance level. It is believed that this value may be significant in future studies with greater samples. Eventually, it is not assumed any moderating effect of Adhocracy Culture on the relationship between Servant leadership and Employee Well-being. Accordingly, H_{2b} was not supported as demonstrated Table 4.14. Also, in Figure 4.6. it may be seen that statistical data concerning SEM path analysis which designed based on H_{2b}.

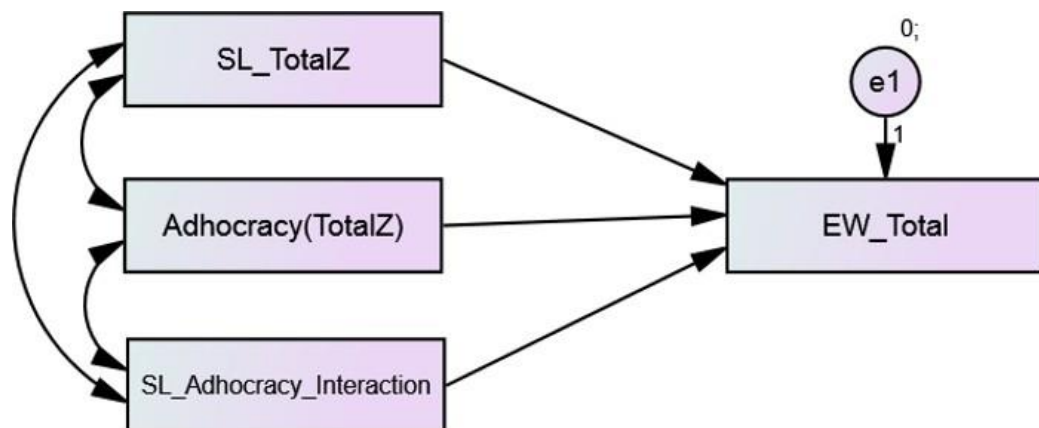


Figure 4. 6: Path Analysis Diagram-III

Table 4.14: SEM Path Analysis Results-III

Path	R ²	β	β*	C. R.	p	Standard Error	Result
EW_Total<- SL_TotalZ	.368	4.012	.394	8.492	***	.472	H _{2b} -Not Supported
EW_Total <- Adhocracy_TotalZ		3.378	.332	7.074	***	.478	
EW_Total <- A&SL Interaction		.614	.077	1.816	.069	.338	

***p<,001; Unstandardized Regression Coefficient: β; Standardized Regression Coefficient: β*; Critical Ratio: C.R.; Significance: p

4.5.4. Sem Path Analysis- Hierarchy Culture

In the research model, while Servant Leadership ($\beta^*=,437$; $p<,001$) and Hierarchy Culture ($\beta^*=,278$; $p<,001$), have a statistically meaningful and positive influence on Employee Well-Being, interaction variable ($\beta^*=,019$; $p=,660$) has not any statistical influence on it. For this reason, it is not expected any moderating effect of Clan Culture on the relationship between Servant leadership and Employee Well-being. Accordingly, H_{2c} was not supported as showed Table 4.15 below. In Figure 4.7. it may be seen that statistical data concerning SEM path analysis which designed based on H_{2c}.

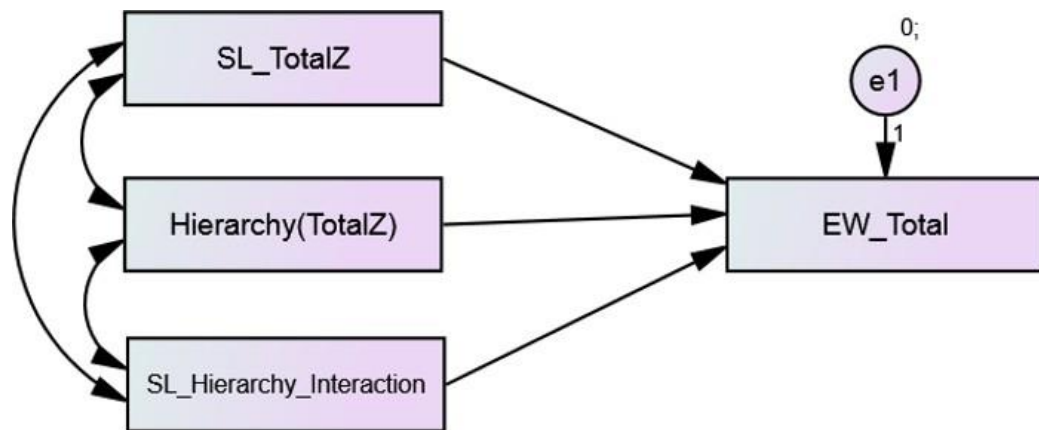


Figure 4. 7: Path Analysis Diagram-IV

Table 4.15: SEM Path Analysis Results-IV

Path	R ²	β	β*	C. R.	p	Standard Error	Result
EW_Total<--SL_TotalZ	.353	4.454	.437	10.089	***	.442	H _{2c} -Not Supported
EW_Total <-- Hierarchy_TotalZ		2.832	.278	6.086	***	.465	
EW_Total <-- H&SL Interaction		.143	.019	.440	.660	.325	

***p<.001; Unstandardized Regression Coefficient: β; Standardized Regression Coefficient: β*; Critical Ratio: C.R.; Significance: p

4.6. Inferential Analyses

In overall, The regression model fit of the study was achieved [**R²=,295**; F_(5, 394)=34,467; **p<.001**], through on the account of the multiple regression analysis concerning the effect of the total scores of sub-factors of servant leadership scale on the employee well-being. When H_{1a} Empowerment (**β*=.258**; **t=4.71**; **p<.001**); H_{1b} Standing Back (**β*=.141**; **t=2.31**; **p=.022**); H_{1c} Accountability (**β*=.104**; **t=2.24**; **p=.026**) and H_{1g} Humility (**β*=.188**; **t=3.27**; **p=.001**) independent variables become statistically meaningful inferential factors on the employee well-being, H_{1d} Forgiveness as an independent variable (**β*=-.006**; **t=.15**; **p=.880**) observed that it did not affect employee well-being inferentially and statistically, significantly as well. In addition to that, aimed at H_{1e} Courage, analyzes could not be performed at all since the statistical assumptions for the H_{1e} was not met. It is seen that the model clarifies employee well-being by 29% in total. Consequently, H₁ hypothesis was confirmed.

Table 4.16: Multiple Linear Regression Model on the Effect of Sub-Factor Total Scores of the Servant Leadership Scale on Employee Well-Being

Variable	(β)	Standard Error	(β*)	T	p	Binary r	Partial R
STable	27.891	2.484	-	11.227	<.001	-	-
Empowerment	.397	.084	.258	4.712	<.001	.476	.231
Standing Back	.445	.193	.141	2.307	.022	.457	.115
Accountability	.409	.183	.104	2.238	.026	.300	.112
Forgiveness	-.022	.143	-.006	-.151	.880	-.030	-.008
Humility	.393	.120	.188	3.267	.001	.454	.162

R=,552; Adjusted R2=,295; F(5, 394)=34,467; p<,001; Unstandardized Regression Coefficient: β ; Standardized Regression Coefficient: β^*

4.7. Frequency Analysis

A student t-test for independent samples was conducted to control whether there was a statistically significant difference between the total scores of the Employee Well-Being Scale based on the gender of the contributors. Consequently, there is a statistically significant difference in the employee well-being scale total scores based on the gender of the contributors [$t(398) = 3.57$; $p < .001$; $d = .357$]. Moreover, the total scores of employee well-being scale according to women ($\bar{x} = 54.08 \pm 8.99$) are statistically significantly superior to men ($\bar{x} = 50.49 \pm 11.05$). Table 4.17 displayed that employee well-being scale total scores by genders.

Table 4.17: T-Test Results of Employee Well-Being Scale Total Scores by Gender

Group	n	\bar{x}	σ	df	T Value	p	Effect Size (Cohen's d)
Female	206	54.08	8.987	398	3.572	<.001	.357
Male	194	50.49	11.050				

Group Size: n; Mean: \bar{x} ; Standard Deviation: σ ; Degrees of Freedom: df; Significance: p

One-way ANOVA analysis of variance was performed to compare the difference between the total scores of the Employee Well-being scale based on the age groups of the contributors. Descriptive statistics for the employee well-being scale total scores for the groups are revealed in Table 4.18.

Table 4.18: Descriptive Statistics for Employee Well-Being Scale Total Scores by Age Groups

Group	n	\bar{x}	σ
(A) 20-29	147	51.69	10.055
(B) 30-49	200	53.05	10.385
(C) 50 and above	53	51.47	9.791

Group Size: n; Mean: \bar{x} ; Standard Deviation: σ

Employee well-being scale total scores do not display a statistically significant difference by the age categories of the contributors [$F(2, 397) = .974$; $p = .379$]. Consequently, age was not any indicator for this research as shown in Table 4.19.

Table 4.19: One-Way ANOVA Results of Employee Well-Being Scale Total Scores by Age Groups

Source of Variance	Sum of Squares	df	Mean Squares	F Value	p
Inter-Group	202.145	2	101.073	.974	.379
Within -Groups	41207.932	397	103.798		
Total	41410.078	399			

Degrees of Freedom: df; Significance: p

One-way analysis of variance was conducted to compare the difference between the total scores of the Employee Well-being scale based on the educational level of the contributors. Descriptive statistics for the employee well-being scale total scores for the groups are illustrated in Table 4.20.

Table 4 20: Descriptive Statistics for Employee Well-Being Scale Total Scores by Educational Status

Source of Variance	Sum of Squares	df	Mean Squares	F Value	p
Inter-Group	61.270	2	30.635	.294	.745
Within -Groups	41348.808	397	104.153		
Total	41410.078	399			

Degrees of Freedom: df; Significance: p

Employee well-being scale total scores do not demonstrate a statistically significant difference consistent with the educational level [$F_{(2, 397)}=,294$; $p=,745$]. Accordingly, the educational level was not found related to the research as illustrated in Table 4.21.

Table 4.21: One-Way ANOVA Results of Employee Well-Being Scale Total Scores by Educational Status

Group	n	\bar{x}	σ
(A) Primary Education	57	53.12	10.490
(B) Secondary Education	101	51.83	9.558
(C) Higher Education	242	52.37	10.397

Group Size: n; Mean: \bar{x} ; Standard Deviation: σ

The Employee Well-Being Scale total scores do not display a statistically significant difference consistent with the Marital Status of the contributors [$t(398)=1.06$; $p=.290$]. Accordingly, the Marital Status was not found any related.

Table 4.22: T-Test Results of Employee Well-Being Scale Total Scores According to Marital Status

Group	n	\bar{x}	σ	df	T Value	p
Single	172	51.72	9.527	398	-1.060	.290
Married	228	52.81	10.655			

Group Size: n; Mean: \bar{x} ; Standard Deviation: σ ; Degrees of Freedom: df; Significance: p

One-way analysis of variance was conducted to compare the difference between the total scores of the Employee Well-Being Scale consistent with the department in which the contributors operated. Descriptive statistics for the employee well-being scale total scores for the groups are revealed in Table 4.23.

Table 4.23: Descriptive Statistics for Employee Well-Being Scale Total Scores by the Department Operated

Group	n	\bar{x}	σ
(A) Technical Services	87	51.54	11.887
(B) Administrative Services	181	51.84	10.321
(C) Auxiliary Services	132	53.56	8.643

Group Size: n; Mean: \bar{x} ; Standard Deviation: σ

Employee well-being scale total scores do not illustrate a statistically significant difference contingent on the department where the contributors operate [**F(2, 397)=1.437; p=.239**]. Thus, the matter fact in which department the contributors operate was not found any related as shown in Table 4.24.

Table 4.24: One-Way ANOVA Results of Employee Well-Being Scale Total Scores by the Department Operated

Source of Variance	Sum of Squares	df	Mean Squares	F Value	p
Inter-Group	297.600	2	148.800	1.437	.239
Within -Groups	41112.478	397	103.558		
Total	41410.078	399			

Degrees of Freedom: df; Significance: p

One-way analysis of variance was directed to compare the difference between the Employee Well-Being Scale total scores consistent with the contributors' total working period. Descriptive statistics for the employee well-being scale total scores for the groups are revealed in Table 4.25.

Table 4.25: Descriptive Statistics for Employee Well-Being Scale Total Scores by Total Working Period

Group	n	\bar{x}	σ
(A) 1-5	145	52.50	9.935
(B) 6-15	163	52.27	9.951
(C) 16 and above	92	52.23	11.068

Group Size: n; Mean: \bar{x} ; Standard Deviation: σ

Employee well-being scale total scores do not express a statistically significant difference along with the contributors' total working period [$F(2, 397)=.026$; $p=.974$]. Thus, the contributors' total working period was not found any related in Table 4.26.

Table 4.26: One-Way ANOVA Results of Employee Well-Being Scale Total Scores by Total Working Period

Source of Variance	Sum of Squares	df	Mean Squares	F Value	p
Inter-Group	5.500	2	2.750	.026	.974
Within -Groups	41404.577	397	104.294		
Total	41410.077	399			

Degrees of Freedom: df; Significance: p

One-way analysis of variance was directed to compare the difference between the Employee Well-being scale total scores of the contributors in keeping with the duration of their employment in the organization. Descriptive statistics for the employee well-being scale total scores for the groups are exposed in Table 4.27.

Table 4.27: Descriptive Statistics for Employee Well-Being Scale Total Scores by the Duration of Working in the Organization

Group	n	\bar{x}	σ
(A) 1-5	230	52.73	9.885
(B) 6-15	118	52.59	10.186
(C) 16 and above	52	50.08	11.365

roup Size: n; Mean: \bar{x} ; Standard Deviation: σ

Employee well-being scale total scores do not provide a statistically significant difference according to the contributors' duration of employment in the organization [$F(2, 397)=1.488$; $p=.227$]. As a result, the contributors' duration of employment was not found any related which displayed in Table 4.28.

Table 4.28: One-Way ANOVA Results of Employee Well-Being Scale Total Scores by Employee Working Time in the Organization

Source of Variance	Sum of Squares	df	Mean Squares	F Value	p
Inter-Group	308.167	2	154.084	1.488	.227
Within -Groups	41101.910	397	103.531		
Total	41410.077	399			

Degrees of Freedom: df; Significance: p

4.8. Hypothesis Results

Despite the fact hypothesizes H₁, H_{1a}, H_{1b}, H_{1c}, were supported, H₂, H_{2a}, H_{2b}, H_{2c}, and H_{1d} hypotheses were not supported. H_{1e} and H_{2d} could not analyzed because the statistical assumptions for these hypothesizes were not met. Table 4.29 summarized each result of hypothesizes.

Table 4.29: Hypothesis Results

Hypothesis	Results
H ₁ --->	Supported
H _{1a} --->	Supported
H _{1b} --->	Supported
H _{1c} --->	Supported
H _{1d} --->	Supported
H _{1e} --->	Supported
H _{1f} --->	Not Supported
H _{1e} --->	---
H ₂ --->	Not Supported
H _{2a} --->	Not Supported
H _{2b} --->	Not Supported
H _{2c} --->	Not Supported
H _{2d} --->	---

CHAPTER V

CONCLUSION

In this chapter, the outcomes based on the research findings are articulated, assessments are completed by creating a relationship with the current literature, and suggestions for both implementations and further research on similar subjects are offered corresponding to the outcomes found.

5.1. Discussion

The purpose of this research was to assess the moderating effect of organizational culture on the relationship between servant leadership and employee well-being. Rooted in the literature review, organizational culture, servant leadership and employee well-being were identified as the variables of interest. To analyze the research model, a quantitative study was conducted amongst employees who work different sectors in Istanbul. Precisely, a survey was adopted to gather data on the variables under the research. In addition, three scales were adapted from the literature to measure organizational culture, servant leadership styles as well as employee well-being. Turkish version of the scales was applied and distributed via e-mails. The population of the research included employees the age of 20 and over who were hired in one of eight particular industries as wholesale and retail trade, manufacturing, education, administrative and support service activities, human health and work activities, information and communication, accommodation and food service activities, as well. A simple random sampling technique was adopted because of the impracticality of gaining a precise illustration of the population. Google Forms was utilized to create a survey link and send via e-mails. The questionnaire come out of a monitoring question to eliminate unqualified contributors. A total of 600 surveys were distributed and the number of returned surveys was 400 by 66,6% response rate. In line with the research hypotheses, statistical analyses were implemented to assess the research model. In advance of hypothesis testing, the distributions of individual scores and factor-scale total scores for the SL for Servant Leadership, EW for Employee Well-being and OC for Organizational Culture scales that used in the research were examined before the Exploratory factor analysis (EFA), Confirmatory factor analysis

(CFA) and Structural Equation Model (SEM) analyzes. For this aim, the Kolmogorov-Smirnov (K-S) test, which is used in the normality test, was completed if the sample size was more than 50 and it was observed that the data were not normally distributed ($p < .05$). Since the data are mostly not normally distributed in social sciences, yet an intensive investigation of the central distribution measures of the data and the skewness and kurtosis values in the range of $2.00 \pm$ are understood as normal distribution of the data (George & Mallery, 2010). In this context, the kurtosis and skewness values of all items are in the range of ± 2.00 . Previous the analyses of EFA, CFA, SEM and simple procedural statistics, the essential assumptions of each analysis were studied such as lost values, outliers, normality, multiple normality, intragroup normality, linearity, covariance, multiple connection problem and the analyses were sustained by seeing that the required circumstances were met. The validity and reliability analyze of each scale were completed before the analysis of the scales used in the research. Consequently, Exploratory Factor Analysis (EFA), Structural Equation Model (SEM) and Confirmatory Factor Analysis (CFA) were completed for all three scales practiced in the study also Cronbach's Alpha internal consistency coefficient was calculated. Furthermore, the general and factor total score correlations, convergent and discriminating values of the scales, and multiple normal distributions of the data were evaluated, followed by path analysis. Moreover, it was also analyzed whether the essential pre-assumptions of the analyses for simple procedural statistics such as t-test, one-way ANOVA and multiple linear regression analysis were met before the analyses for the other hypotheses. It is understood that the analyses that were carried out met with the pre-assumptions. All analyses were performed via SPSS and SPSS Amos analysis programs.

The findings for this research are regarding the effect of organizational culture on the relationship between servant leadership and employee well-being. In this framework, it was determined that the collaboration of clan culture in addition its effect on the relationship between servant leadership and employee well-being did not have a significant and positive effect on employee well-being. In accordance with Dwyer et.al., (2003: 1011) and Richard et.al., (2009: 819) in organizations where clan culture is central, there is an intimate organizational climate, leaders are thought of as advisors

and good will is experienced deeply. The findings of this study on the relationship between clan culture and employee-well-being are coincides with the findings of studies conducted by Bolat et. al., (2016: 95-96) on employees in different sectors. Conversely, there is no empirical study in the current literature to determine the effect of clan culture and servant leadership interaction on employee-well-being. As soon as other dimensions of organizational culture were evaluated, this study did not discover a direct significant and positive outcome of adhocracy and hierarchy culture on employee well-being, similarly, the moderating effect of the relations of these variables with servant leadership could not be specified at the same time, as well. While it is assumed that the hierarchy culture will have a negative outcome on employee well-being, due to the concept of hierarchy culture may lessen the uncertainties that employees may involve, for instance, regarding the duties, responsibilities and authorities. The result of EFA analysis factor loads demonstrated that each item of market culture was not gathered under the expected factor and so the market culture factor items were progressively detached. Thus, market culture, on the other hand, has neither a direct nor a regulatory effect on the relations between servant leadership and employee well-being.

In the model, with the aim of revealing the moderating effect, H_2 hypothesis, which is the core hypothesis of the study, organizational culture did not affect employee well-being in a statistically significant and positive way, so, there was not any moderating effect of organizational culture on the relationship between servant leadership and employee well-being. As a result, H_2 hypothesis was not supported.

For sub-dimensions of H_2 which were H_{2a} , H_{2b} and H_{2c} the SEM Path Analysis illustrated that while Servant Leadership and Clan Culture, have a statistically meaningful and positive influence on Employee Well-Being, interaction variable has not any statistical influence on it. For this reason, it is not assumed any moderating effect of Clan Culture on the relationship between servant leadership and employee well-being. Accordingly, H_{2a} was not supported. Correspondingly, Servant Leadership and Adhocracy Culture, affect employee well-being in a statistically significant and positive way, while the Interaction variable does not affect the employee's well-being at a statistically significant level. Nevertheless, it is also perceived that the p value is

quite close to the 0.05 significance level. It is believed that this value may be significant in future studies with greater samples. Eventually, it is not assumed any moderating effect of Adhocracy Culture on the relationship between Servant leadership and Employee Well-being. Accordingly, H_{2b} was not supported. In the research model, while Servant Leadership and Hierarchy Culture have a statistically meaningful and positive influence on Employee Well-Being, interaction variable has not any statistical influence on it. For this reason, it is not expected any moderating effect of Hierarchy Culture on the relationship between Servant leadership and Employee Well-being. Accordingly, H_{2c} was not supported.

Once the existing research are studied, it is perceived that the perception of servant leadership has a restricted room in recent studies Taylor et.al. (2007: 415) in addition, field research on this topic is still inadequate (Duyan & Dierendonck, 2014: 2). The current literature provides that in accordance with Asag-Gau and Van Dierendonck (2011:463-483), significant relationships were understood between servant leadership and employee well-being. Parallely, the findings of this research primarily support these findings in the relevant literature. The outcomes of the correlation analysis revealed that sub-dimensions of servant leadership such as Empowerment, Standing Back, Accountability and Humility as independent variables have a positive correlation and become statistically meaningful inferential factors on the employee well-being whereas, Forgiveness as an independent variable has a negative correlation and observed that it did not affect employee well-being inferentially and statistically, significantly as well. Besides Courage could not be assessed due to the statistical assumptions for the hypothesis were not met. Consequently, H₁, H_{1a}, H_{1c} and H_{1g} hypothesizes were supported however H_{1d} was not. In line with the present literature Focht and Ponton (2015: 44–61; Van Dierendonck (2011: 1228-1261) the findings of this study demonstrate the significant impact of the characteristics of servant leadership on employee well-being. As soon as considered in further thought, a significant and positive relationship was realized between servant leadership and employe well-being in this study. Consistent with this result, the followers of managers who accept the servant leadership style feel more emotionally and psychologically empowered. This result coincides with theoretical descriptions of servant leadership.

In other saying, empowerment by leaders who adopt servant leadership style to their followers Zhou and Miao (2014: 381), communicating with them person-to-person to recognize their capacities, requirements, desires, and targets. Liden et al. (2008: 162) considering of their followers is in relation to the conceptual explanations of the perception of servant leadership and the research findings of Asag-Gau and Van Dierendonck (2011: 463-483).

In the last stage of the analysis, the model was inspected for differences rooted in various control variables, including gender; marital status; age; the level of education; the job experience and the total job experience of the current job. There was a positive correlation between well-being and gender of the contributors. Moreover, the total scores of employee well-being scale according to women are statistically significantly superior than men based on the findings of ANOVA, it was not found that any correlation between employee well-being and the age categories, educational level and marital status of the contributors, department in which the contributors operated, contributors' total working hours and the contributors' duration of employment in the organization.

5.2. Implications And Recommendations

It is a crucial manner for managers in the field of practice and academics who need to perceive organizations as multi-dimensional structures in the business world ruled by worldwide rivalry. Based on the outcomes of this research, in which the moderating effects of organizational culture on servant leadership and employee well-being were inspected, recommendations needed to be provided for organizations' implementation areas and researchers for future studies are included.

5.2.1. Theoretical Implication

It is meant to contribute to the current literature and to make recommendations for practical implementations, in which the perceptions of servant leadership, employee well-being and organizational culture are discussed with the results obtained from this research. Even though the model of this research was formed rooted in the findings of parallel studies in the current literature, there is no supplementary study in which servant leadership, employee well-being and organizational culture are studied

together. Since it is the first research to manage this concept at the same research, it is believed that the study will make an imperative contribution to the literature. Individually, there are numerous studies regarding employee well-being in the organizational culture literature. One of the aspects that differentiates this research is to investigate in detail the perception of servant leadership, which is comparatively fewer common in the literature than other modern leadership types, in addition to examine the relationship between servant leadership and employee well-being. One of the furthestmost significant contributions of the research to the literature is to comprehend this concept of servant leadership in addition to in what manner it affects the employee well-being also whether the organizational culture has a moderating effect on this interaction between servant leadership and employee well-being.

Empirical studies have constantly shown evidence supporting the awareness that organizational culture is a predictor of employee well-being. Nevertheless, there is no agreement among academics concerning the instrument by which organizational culture impacts employee well-being. Furthermore, the complication of outlining employee well-being has allowed academics to accept diverse conceptualities of this variable. The current research signifies a wide-ranging understanding to realize the multifaceted relationship between organizational culture, servant leadership styles and employee well-being. This study utilizes the conceptuality of employee well-being thru the eyes of psychological, physiological, and mental well-being and servant leadership and its sub-dimensions. This research contributes to the standing literature by enlightening the role of servant leadership for employee well-being at work in addition in what ways organizational culture can be either effect the relationship between these two parties or not alignment in significantly predicting employee well-being directly. Additionally, the study exposes that servant leadership characterized by empowerment, standing back, accountability and humility support significantly and positively predicts employee well-being whereas forgiveness do not.

In addition to that the question of how servant leadership will contribute to employee well-being has increased reputation as the attention of researchers and practitioners has improved. In the research, in which it was concluded that servant leadership affects physical, psychological, and mental well-being of employees, the study has been added

to a different perspective regarding the relationship between servant leadership and well-being in the general condition of the employees.

Furthermore, the current study adds value to the present literature by representing that organizational culture does not perform as a moderator in the relationship between servant leadership and employee well-being. However, there is a visible effect of individually sub-dimensions of organizational culture, clan, adhocracy, and hierarchy, on this relationship are presented. On the contrary, organizational culture moderates the negative correlations between servant leadership and employee well-being.

Determining the population of sample as employees who employ both private and public sectors for the research will offer a general standpoint to the studies that will observe in an equivalent way. The implementation of confirmatory factor analysis to the scales used in practice supports the literature to test the validity of the scales.

In the line with the outcomes of this research, the followings may be recommended to academics:

This research was performed in private sector employees in Istanbul and similar studies may be conducted with the data to be obtained from different universes.

Comparative outcomes can be attained between implementation that include different sectors.

The variable of the research can be replaced as different type of organizational culture can be selected as moderating variables such as Denison and Mishra's Classification of Organizational Culture, Kano's Classification of Organizational Culture, Hofstede's Classification of Organizational Culture and so on in addition to different type of leadership can be chosen such as transformational leadership, charismatic leadership, strategic leadership as independent variables and so on finally for dependent variable rather than selecting employee well-being, burnout, employee engagement can be chosen.

The concepts of servant leadership, employee well-being and organizational culture, which are the research variables, were evaluated by considering their general averages, and the researchers may be go beyond that by selecting sub-dimension of these variables in more detail.

5.2.2. Managerial Implication

Today's organizations need farseeing leaders who have implemented a leadership method that highlights collaboration, faith, understanding, moral practice of power in addition authority in the organization, who have accepted the understanding of responsible management as a value, who attribute importance to the growth of individuals. Leadership style shape the manners and behaviors of the employees who have parts to form organizational culture and are shared it amongst themselves. Consequently, individuals are one of the most significant influencers who generate the culture in organization and transform it consistent with the circumstances of the day (Alvesson, 2002: 26).

As exposed in this research, the positive effects of servant leadership on employee well-being can be lead managers in implementing the following recommendations.

The main objective of servant leaders is to serve their followers via showing empathy toward them. The basis of this model is to behave ethically, also consideration for followers. They are committed to the progression and well-being of employees. The chief characteristics can be said that simplicity, sacrifice, and consciousness Choudhary et. al., (2013: 434-435). Therefore, managers should consider this type of leadership. While recruiting employees or selecting leaders among existing workforce, the characteristics of servant leadership such as listening, empathy, improvement, awareness, persuasion, conceptualization, foresight, empowerment, responsible management, dedication to the development of workforce should be added along with the selection criteria also in-service trainings should be given to existing managers to improve servant leadership skills. It should be aimed that setting programs which will offer coaching and mentoring for the managers regarding the development in terms of both the personal and career progression should be supported thus, the skills such as listening, persuasion and empathy, that a servant leader may be developed in this way. The other most vital consideration is the managers should be noticed that servant leaders dedicate themselves to the improvement of employees, keeping this in mind, particularly young employees should be encouraged to, receive language training, do postgraduate education, take part in certificate programs in order not to stay behind the newest expertise, those who do well should be rewarded, as well.

It is both challenging and significant to achieve the employees whose working conditions, days, hours, communication styles, control mechanisms since these variables may alter from individual to individual, in a way that does not lose performance, and to ensure that employees are satisfied with their job and willing to remain in the organization they work for. This will be accomplished by leaders with empathy and anticipation. In the line with Kahn & Byosiere (1992: 571–650) job stressors can be defined as any physiological and psychological stress reactions that caused by poor working conditions. In the same line with Sonnentag (2015: 261-293), it has originated that job stressors do not possess of considerably effect on positive well-being nonetheless they have effects on negative well-being. Thus, manager should be ensured that promoting healthy lifestyles, flexible work schedules, and wellness initiatives for employees so this may improve employee's well-being whereas lessening stress related to the workplace. Furthermore, organizations should offer care for mental, physiological, and psychological health thru initiatives such as counselling services, and mental health education. On the top of that, organizations should encourage diversity and inclusion programs, cope with workplace discrimination and harassment, and generate a secure and encouraging work environment to create a culture of respect and engagement. It should not be forgotten that by lowering stress and enhancing job satisfaction can maintain overall employee wellbeing.

One of the common features of the organizations that continue their existence is that they can keep up with the changing conditions, and this is possible with the dynamic structure of the organizational culture. For example, adhocracy culture is an entrepreneurial, creative culture where employees find dynamic working climate. In this culture, it is vital to adjust to the quick alteration in the working atmosphere moreover not to miss new chances. Consequently, pioneering leaders who are not frightened to jeopardize also possess a risk-taking characteristic become pioneer (Eren, 2015: 150). To assess organizational culture, it is important to often determine areas that require change and screen development over time, managers should frequently evaluate workplace culture. This can certify that organizational efforts to alter the workplace culture are effective and that the work environment is positive and supportive.

5. 3. Limitations and Suggestions for Future Studies

As with any study, there are certain limitations for this research, too. Initially, since the study was performed with employees who work in Istanbul, it is impossible to generalize outcomes of the research. For the upcoming studies, it can be suggested that the research to be performed in dissimilar areas of Türkiye can solve this challenge.

Secondly, the online nature of the survey creates a disadvantage in that it is not possible to determine the identity of the contributors. Forthcoming studies can keep alternative methods in mind such as physical surveys, to overcome this challenge. Another fact that requests to be highlighted is that the individual characteristics of the contributors should also be taken into consideration. Although the relationship between servant leadership and employee well-being and the moderating effect of organizational culture on this relationship were statistically observed in the study, the inclusion of the personality characters of the contributors in the research for an improved understanding of employee well-being may bring another perception on the subject.

Additionally, the simple random sampling method was utilized for the research. One challenge lies in obtaining precise data since the research's time frame and resource limitations enforce boundaries on the possibility of reaching out to all applicable parties and collecting data from them. The research was designed to be achieved with more workforces with the intention of obtaining more accurate outcomes. According to VanVoorhis and Morgan (2007: 43–50) the small sample size also negatively affects the statistical power of factorial analysis, nonetheless the research had to be restricted to 400 employees because of the difficulties in reaching the target population and collecting data as well as the problems in the volunteer recruitment process, time and cost constraints.

Moreover, as this was a cross-sectional study, causal relations cannot be identified. In the direction of addressing this challenge, future research can think longitudinal designs to discover the temporal relationship between organizational culture, servant leadership and employee well-being. It was only measured each study variables once throughout the data collection processes.

Entirely, further research needs to consider understanding the role of organizational culture in moderating the relationship between servant leadership and employee wellbeing. which has received inadequate consideration in the current literature. As stated by Duyan et. al., (2013: 2), bearing in mind that the field research on servant leadership is still insufficient, it will be beneficial to exam the effects of servant leadership on diverse variables in upcoming studies.

5.4. Conclusion

A mentally, psychologically and physiologically healthy employee is foundation stone of the organizations. In today's business environments, the recognition of the effect of mental, psychological, and physiological health of employees has fairly moved to midpoint and contributes significantly to the decrease of stress levels among its employees. By recognizing the importance of overall well-being of employees, organizations send a clear message that this necessity of them is not just recognized but actively supported. This support may comprise counseling services and stress management programs. Since employee well-being is intricately related to overall performance, organizations which achieve overall employee well-being frequently observe a positive effect on employee satisfaction. It should be keeping in mind that investing in employee wellbeing is identical with investing in productivity and efficiency. Since the employees feel overall wellbeing in a workplace that sets the environment for a positive and energetic atmosphere where encourage by prioritizing wellbeing becomes a social standing ground for creativity and innovation in addition fostering an environment where team members are not just motivated but inspired to bring their best to the workplace. In such an environment, workforces are not only more involved in their responsibilities but also discover pleasure and fulfillment in their participations.

This communal commitment to wellbeing becomes an influential compound for better overall performance, generating an organizational culture that succeeds on excellence. Furthermore, the influence of setting employee wellbeing priority goes beyond employment, it forms the insight of an organization as a desirable workplace. This results in not only attracting high quality talent but also backs to improved employee

fulfilment and retention. It is a strategic foundation stone that setting employee wellbeing priority which produce high stages of engagement and long-term retention in an organization.

Likewise, putting employee well-being in the first place creates a deep bound between the workforces and the organization. This bound generates loyalty and commitment, designing an environment where employees not only consider themselves as valued, which in turn they are more possibly willingness to employ within the company for long term. This concludes a reduction in turnover costs and the breeding of a workforce characterized by practice and expertise, as employees endure to donate their talent and experience to the organization. In the competitive conditions where talent is a valued commodity, an organization's commitment to employee well-being is respected as a major aspect in developing its organization's brand.

Moreover, as stated by Hellriegel et al. (1986: 532), the leading style and ways of managers is also crucial in the development of interaction amid employees. Open communication channels and an innovative and supporting management approach may facilitate interaction and coordination amongst workforces. Inducing open communication turn into a natural consequence of a workplace that sets wellbeing priority, as team members sense permitted to share their opinions and worries in addition leads to the development of more powerful personal relations among team members.

The leadership is a crucial factor in terms of organizational culture. First, the leaders of an organization have a key role to play in classifying the essentials of the organization's culture. The leaders could prepare a list of the organization's existing principles, politics, and standards. As soon as identifying the existing essentials of the organization's culture, the leaders may evaluate the essentials of organizational culture that may be undesirable to meet the disadvantageous situations. Thus, the possible disadvantageous essentials, could be overcome by relevant management by fostering a positive organizational culture change.

On the top of that the organizational culture has a profound influence on the mental, psychological and physiological wellbeing of employees. Consistent with the research,

while strong and advanced workplace cultures may expand employee wellbeing, poisonous workplace cultures may consequence in disadvantageous effects as burnout, stress, and depression. Organizational culture: it is formed by individuals, shared among them and changes in progress of time. Consequently, individuals are one of the most significant influencers who generate the culture in organization and transform it consistent with the circumstances of the day (Alvesson, 2002: 26). Organizations should be a place where there is a high priority on generating a supportive workplace culture which supports employee well-being in addition this may be achieved using a variation of strategies, with providing tools for general well-being, adopting work-life balance, and allowing employees to participate in decision-making process.

As stated by Hellriegel et al., (1986: 532), with the purpose of creating an organizational culture, collaboration among labor force is anticipated. The most influential subjects of organizational culture are perceived as the actors who are together in the working area may build an organizational culture by connecting and collaborating their knowledge and practices inside the organization this includes leader and employees. It straightly affects organization and its workforces also its supportive in to determine and delegate employee turnover and job performance. The culture provides a sense of communal identity to entire the employees in the organization and creates values and beliefs that exceed the personal ambitions of the employees. Once employee performance and decisions are directed by the culture, their activities are well understood by the management. Organizational Culture aspect is significant to create a powerful working atmosphere, a healthier human relationship which inspires workforces to achieve duties and put their maximum production to accomplishment of organizational target together with their individual objective.

There may be numerous ins and outs that is why the organizational culture requests to be altered. In this research, keeping hypotheses of the research in mind, Cameron and Quinn's Classification of Organizational Culture does not produce supportive evidence for the research. It is supposed that the type of culture adopted may be change or the message of this culture may try to deliver more clearly. Obviously, there are numerous reasons why H_2 , H_{2a} H_{2b} and H_{2c} were not supported which may contain lack of morale, lack of job motivation, lack of job meaning and any changes in the organization that

would necessitate an alteration in the way things are completed in the organization. For instance, in H_{2a} clan culture was assessed the reasons of why it was not supported would be there is lack of diversity which let employees behave, think, and eventually feel in the same way causing stereotypes. Group thinking is a vital part of this culture which let employees not to mention their ideas where dissenting opinions are suppressed. There has been already the idea of being family in this type of culture thus it would be challenging for new employees to be part of the organization. It is possible to mention nepotism for clan culture which initially favor acquaintances, close associates or even family members so possibly limit employees who deserve more opportunity to be hired or get promoted in the organization. The other misfortune situation is that there are fewer leadership opportunities because of that employees may come cross difficulties to advance their careers. For H_{2b}, adhocracy culture categorized by flexibility, fast decision-making and highlight innovation, rapid adaptation and risk-taking which may make it challenging to retain employees. There is lack of formal guidelines which may lead to confusion and unpredictability as well as coordinating becomes problematic, and obeying guidelines becomes a challenge for employees. In an adhocracy, job specialism is restricted, employees must know numerous job roles, which can be demanding for them. Even though, in the model, Servant Leadership ($\beta^*=,394$; $p<,001$) and Adhocracy Culture ($\beta^*=,332$; $p<,001$), affect employee well-being in a statistically significant and positive way, while the Interaction variable ($\beta^*=,077$; $p=,069$) does not affect the employee's well-being at a statistically significant level. Nevertheless, it is also perceived that the p value is quite close to the 0.05 significance level. It is believed that this value may be significant in future studies with greater samples. In H_{2c} hierarchy culture prioritize control and bring rigor to operations, also it limits flexibility since it is rigid thus employees may feel forced by created methods and not as much of able to innovate. Since communication frequently pursues a top-down approach in hierarchy culture employee may require several layers to enquire questions and share thoughts which leads to postponements and inefficiencies. This culture, there is lack of autonomy which has a tendency to give decision making authority to upper-level managers thus lower-level employees possess limited independence that prevent creativity and the feeling of engagement to the organization. Moreover, hierarchical culture insists on not to change

in other words demands stability which discourage employees from recommending improvements. Apart from that it set priority to achieve targeted goals of organizations consequently it creates rivalry among departments or teams which let employees experience burnout or depression.

Since there are dissimilar characteristics, habits, ways of doing things, beliefs, those reasons discussed above vary and not suit everyone as well. The chief motivation to achieve organizational culture adequately, recognizing right employees in the right place and disseminate the culture of organization with a clear message to relevant parties within the organization.



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APPENDICES

Appendix 1. DEMOGRAFİK SORULAR

1. CİNSİYETİNİZ NEDİR?	KADIN	1
	ERKEK	2
2. MEDENİ DURUMUNUZ NEDİR?	BEKAR	1
	EVLİ	2
	DİĞER	3
3. YAŞINIZ NEDİR?	20-29	1
	30-39	2
	40-49	3
	50-59	4
	60 VE ÜZERİ	5
4. EĞİTİMİNİZ DURUMUNUZ NEDİR?	İLKÖĞRETİM	1
	ORTAÖĞRETİM	2
	LİSE	3
	ÜNİVERSİTE	4
	YÜKSEK LİSANS	5
5. HANGİ BÖLÜMDE ÇALIŞIYORSUNUZ?	TEKNİK SERVİSLER	1
	İDARI HİZMETLER	2
	YARDIMCI HİZMETLER	3
6. TOPLAM ÇALIŞMA SÜRENİZ NEDİR?	1-5 YIL	1
	6-10 YIL	2
	11-15 YIL	3
	16-20 YIL	4
	20 YIL VE ÜZERİ	5
7. KAÇ YILDIR BU KURUMDA ÇALIŞIYORSUNUZ?	1-5 YIL	1

	6-10 YIL	2
	11-15 YIL	3
	16-20 YIL	4
	20 YIL VE ÜZERİ	5



Appendix 2. HİZMETKAR LİDERLİK ÖLÇEĞİ(H)

	No	İFADELER	1. Kesinlikle Katılmıyorum	2. Katılmıyorum	3. Kararsızım	4. Katılıyorum	5. Kesinlikle Katılıyorum
Güçlendirme	1	Amirim, bana işimi iyi yapmam için gereken bilgiyi verir.	1	2	3	4	5
	2	Amirim, beni yeteneklerimi kullanmam için cesaretlendirir.	1	2	3	4	5
	3	Amirim kendimi geliştirmeme yardım eder.	1	2	3	4	5
	4	Amirim, ekibini yeni fikirler geliştirmeleri için cesaretlendirir.	1	2	3	4	5
	5	Amirim, bana işimi kolaylaştırmak için gereken karar alma yetkisini tanır.	1	2	3	4	5
	6	Amirim, bir sorun karşısında bana ne yapmam gerektiğini söylemek yerine, çözüme kendi kendime ulaşmam için yardım eder.	1	2	3	4	5
	7	Amirim, yeni beceriler kazanmam için pek çok fırsat sunar	1	2	3	4	5
Geride Durma	8	Amirim, kendini arka planda tutar ve övgüyü diğerlerinin almasına izin verir..	1	2	3	4	5
	9	Amirim, başkaları için yaptıklarından dolayı hiç bir ödül ya da itibar beklemez.	1	2	3	4	5
	10	Amirim, bir iş arkadaşının başarısına, kendisinininkinden daha çok sevinir.	1	2	3	4	5
Hesap Verebilirlik	11	Amirim, yürüttüğüm işten beni sorumlu kılar..	1	2	3	4	5
	12	Amirim beni, kendi performansımdan sorumlu tutar..	1	2	3	4	5
	13	Amirim, beni ve iş arkadaşlarımı, bir işi yürütme şeklimizden sorumlu tutar.	1	2	3	4	5
Affetme	14	Amirim, insanları işlerinde yaptıkları hatalar yüzünden sürekli eleştirir.	1	2	3	4	5
		Amirim, işyerinde kendisini kızdıranlara karşı sert bir tavır sergiler.	1	2	3	4	5

	16	Amirim, geçmişte yaşanmış kötü olayları unutmakta zorluk çeker.	1	2	3	4	5
Cesaret	17	Amirim, kendi amirinden gelecek destekten emin değilse bile risk alır.	1	2	3	4	5
	18	Amirim, risk alır ve yapılması gerektiğini düşündüğü şeyi yapar.	1	2	3	4	5
Tevazu	19	Amirim, eleştirilerden ders alır.	1	2	3	4	5
	20	Amirim, kendi amirinin eleştirilerinden ders almaya çalışır.	1	2	3	4	5
	21	Amirim, hatalarını kendi amirine itiraf eder.	1	2	3	4	5
	22	Amirim, kendisinininkinden farklı görüş ve düşüncelerden ders almaya çalışır.	1	2	3	4	5
	23	Eğer insanlar eleştiri yaparlarsa, amirim bu eleştirilerden ders almaya çalışır.	1	2	3	4	5
Sorumlu Yöneticilik	24	Amirim, bütünün iyi olmasına dikkat etmenin önemine vurgu yapar.	1	2	3	4	5
	25	Amirim, uzun vadeli bir vizyona sahiptir.	1	2	3	4	5
	26	Amirim, işimizin toplumsal sorumluluk yönüne vurgu yapar.	1	2	3	4	5

Appendix 3. ÇALIŞANIN İYİ OLMA HALİ ÖLÇEĞİ(M)

	No	İFADELER	1. Kesinlikle Katılmıyorum	2. Katılmıyorum	3. Kararsızım	4. Katılıyorum	5. Kesinlikle Katılıyorum
Yöneticiler	1	Yöneticilerim eşit ve adil davrandığını düşünüyorum.	1	2	3	4	5
	2	Yöneticimin empati kurma becerisi olduğunu düşünüyorum.	1	2	3	4	5
	3	Yöneticilerimin anlayışlı olması gerektiğini düşünüyorum.	1	2	3	4	5
	4	Yöneticilerimin daha otoriter olması gerektiğini düşünüyorum.	1	2	3	4	5
Çalışma Arkadaşları	5	İş yerimde, sohbet edebileceğim arkadaşlarım var.	1	2	3	4	5
	6	İş yerimde, sevdiğim iş arkadaşlarıyla çalışma ortamım var.	1	2	3	4	5
	7	İş yerimde, sıcak ve samimi arkadaş ortamım var.	1	2	3	4	5
	8	İş arkadaşlarımdır dürüst ve güvenilir olduğunu düşünüyorum.	1	2	3	4	5
	9	İş arkadaşlarımla uyumlu çalışmanın (ekip uyumu) mümkün olduğunu düşünüyorum.	1	2	3	4	5
	10	İş arkadaşlarımdır arasında iş birliği olduğunu düşünüyorum.	1	2	3	4	5
	11	İş arkadaşlarımdır arasında yardımlaşmak mümkündür.	1	2	3	4	5
Çalışma Koşulları	12	İş yerimde, çalışma saatlerinin uzun olduğunu düşünüyorum.	1	2	3	4	5
	13	İş yükünün ağır olmadığı bir çalışma ortamım var.	1	2	3	4	5
	14	İş yükü planlamasının uygun şekilde yapıldığı bir ortamım var.	1	2	3	4	5
	15	İş yerimde, görev dışı işlerin verilmediğini düşünüyorum.	1	2	3	4	5
Kendini Gerçekleştirme	16	Mesleki ve bireysel gelişim (kariyer) imkanları olduğunu düşünüyorum.	1	2	3	4	5
	17	Yapılan işte kişisel kararlar alabilme imkanları olduğunu düşünüyorum.	1	2	3	4	5
	18	İş yerimde, yararlı olduğumu hissediyorum.	1	2	3	4	5
	19	İş yerimde, bana ve yaptığım işe saygı gösteriliyor.	1	2	3	4	5
	20	İş yerimde, güvenli çalışma ortamı olduğunu düşünüyorum.	1	2	3	4	5
	21	İş yerimde, rahat ve stresten uzak bir çalışma ortamı vardır.	1	2	3	4	5

	22	İş yerimde, huzurlu çalışma ortamı vardır.	1	2	3	4	5
	23	İş yerimde, dinlenme saatleri ve dinlenme ortamının vardır.	1	2	3	4	5
	24	İş yerimde, çalışma ortamında belirli bir düzen vardır.	1	2	3	4	5
Takdir ve Ödüllendirme	25	Yöneticilerimle etkili iletişim kurulabildiğimi düşünüyorum.	1	2	3	4	5
	26	İş arkadaşlarımla etkili iletişim kurulabildiğimi düşünüyorum.	1	2	3	4	5
	27	Hizmet alanlar/müşteriler/iş sahipleriyle etkili iletişim kurulabildiğimi düşünüyorum.	1	2	3	4	5
	28	Yaptığım işte başarılı olduğumu düşünüyorum.	1	2	3	4	5
	29	Müşteri/iş sahibi/hizmet alanların memnun olduğunu düşünüyorum.	1	2	3	4	5
	30	Emeğimin karşılığı olan ücreti aldığımı düşünüyorum.	1	2	3	4	5
	31	İzin haklarımı (süre, gerektiğinde kullanabilmek) kullanabiliyorum.	1	2	3	4	5
	32	İş yerimde, değerli hissettirecek hediyelerin ve sürprizlerin yapıldığını düşünüyorum.	1	2	3	4	5
	33	İşimi yaparken yeterli anlayışın gösterildiğini düşünüyorum.	1	2	3	4	5
	34	Yaptığım işin takdir edildiğini düşünüyorum.	1	2	3	4	5
	35	Yaptığım işin değerinin bilindiğini (ödül ve onay) düşünüyorum.	1	2	3	4	5
	36	Yaptığım iş karşılığında yöneticimden yeterince takdir aldığımı düşünüyorum.	1	2	3	4	5
	37	Yaptığım iş karşılığında iş arkadaşlarımdan yeterince takdir aldığımı düşünüyorum.	1	2	3	4	5
	38	Yaptığım iş karşılığında müşteri/iş sahibi/hizmet alanlardan ¹ yeterince takdir aldığımı düşünüyorum.	1	2	3	4	5

¹ The numbers which were highlighted as yellow taken into consideration since their factor loads are sufficient whereas the ones which were illustrated as red could not provide any significant value therefore did not add into measurement.

Appendix 4. ÖRGÜT KÜLTÜRÜ ÖLÇEĞİ(K)

	No	İFADELER	1. Kesinlikle Katılmıyorum	2. Katılmıyorum	3. Kararsızım	4. Katılıyorum	5. Kesinlikle Katılıyorum
Klan Kültürü	1	İşletmemiz, çalışanların çok şeylerini paylaştığı geniş bir aile gibidir.	1	2	3	4	5
	2	İşletmemizdeki liderlik genellikle rehberlik etme, işleri kolaylaştırma ve eğitmeyi ifade etmektedir.	1	2	3	4	5
	3	İşletmemizi bir arada tutan ve başarıya götüren şey, çalışanların işyerine olan bağlılıklarıdır.	1	2	3	4	5
	4	İşletmemizde çalışanların gelişimine önem verilir.	1	2	3	4	5
Adokrazi Kültürü	5	İşletmemiz girişimci ve dinamik olduğu için, çalışanlar risk almaya isteklidirler.	1	2	3	4	5
	6	İşletmemizde liderlik genellikle girişimcilik, yenilikçilik ve risk almaya ifade etmektedir.	1	2	3	4	5
	7	İşletmemizi bir arada tutan şey, yaratıcılık ve gelişim konusunda gösterilen kararlılıktır.	1	2	3	4	5
	8	İşletmemizde yeni kaynaklar elde etmek, yeni imkânlar ve fırsatlar araştırmak çok önemlidir.	1	2	3	4	5
Piyasa Kültürü	9	Çalışanların rekabetçi ve başarı odaklı olduğu firmamızda işler sonuca yöneliktir.	1	2	3	4	5
	10	İşletmemizdeki liderlik, rekabetçi bir anlayışa sahiptir.	1	2	3	4	5
	11	İşletmemiz çalışanları bir arada tutan şey, hedeflerin başarılmasına verilen önemdir.	1	2	3	4	5
	12	İşletmemizde pazar üstünlüğünün elde edilmesi çok önemlidir.	1	2	3	4	5
Hiyerarşi Kültürü	13	İşletmemizde kontrol ve denetimin yüksek olduğu bir yönetim hâkimdir.	1	2	3	4	5
	14	İşletmemizdeki liderlik genellikle koordine etmeyi, örgütlemeyi ya da düzgün işleyen bir verimliliği ifade etmektedir.	1	2	3	4	5
	15	İşletmemizi bir arada tutan şey, biçimsel kurallar ve politikalarıdır.	1	2	3	4	5
	16	İşletmemizde işlerin dengeli ve sorunsuz bir şekilde yapılması çok önemlidir.	1	2	3	4	5

Appendix 5. İzinler



Emin Cihan ... 28 Mar Per 11:40 (22 saat önce)



Alıcı: ben ▾

Merhaba,
Elbette kullanabilirsiniz
İyi çalışmalar



NiluferYORUK 25 Mar Pzt 14:04 (4 gün önce)



Alıcı: ben ▾

Aslıhan merhaba
Teşekkür ederim. Sen nasılsın? Ölçek TOAD da yüklü ölçeğin güvenilirli
araştırdığım makalem dergipark ta var. Tezinde kolaylıklar dilerim.
Yardımlım dokunacağı her konuda haberleşebiliriz. İyi çalışmalar dilerim
Doç. Dr. Nilüfer Yörük Karakılıç
Afyon Kocatepe Üniversitesi
İİBF işletme bölümü



Doç. Dr. Gülb... 25 Mar Pzt 18:51 (4 gün önce)



Alıcı: ben ▾

Merhaba,
Sizi tanıdığımıza memnun oldum, kaynak göstererek kullanabilirsiniz.
Çalışmanızda kolaylıklar diliyorum.



CV

Aslıhan Karkuş

EĞİTİM

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