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Yüksek Lisans Tezi

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TEZ ONAY BELGESİ

İŞLETME (İNGİLİZCE) Anabilim Dalı ÖRGÜTSEL DAVRANIŞ (İNGİLİZCE) Bilim Dalı TEZLİ YÜKSEK LİSANS öğrencisi Hasan Demirci'nın THE EXAMINATION OF THE RELATIONS OF PERSONAL RESOURCES, TASK SIGNIFICANCE, TRUST IN SUPERVISOR AND PERSON-JOB FIT WITH PERCEIVED WORK ENGAGEMENT: A RESEARCH STUDY IN A SAMPLE OF EMPLOYEES WORKING IN LOCAL AND MULTINATIONAL ORGANIZATIONS adlı tez çalışması, Enstitümüz Yönetim Kurulunun 01.07.2015 tarih ve 2015/24-10 sayılı kararıyla oluşturulan jüri tarafından oy birliği / ~~oy çokluğu~~ ile Yüksek Lisans Tezi olarak kabul edilmiştir.

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1 7 1 19 2 60 40 1 30 30 5 1 30 200 8 40 50 1 30 200 8 10 40

2 17 1 30 8 40 4 30 30 5 200 2 1 30 70 30 40 10 50

3 12 1 30 200 8 40 50 1 30 200 8 10 40

4 11 40 30 20 10 6 40 1 30 4 10 50

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7 43 90 200 9 1 30 700 10 50 1 50 70 40 400 70 30 10 5 40 1000 10 200 1 30 40 1000 800 6 2 70 30 10 5 40 6 30 1 1 30 800 1 30 10 50

İSTİKLAL MARŞI

Korkma, sönmez bu şafaklarda yüzen al sancak
Sönmeden yurdumun üstünde tüten en son ocak.
O benim milletimin yıldızıdır parlayacak!
O benimdir, o benim milletimindir ancak!

Çatma, kurban olayım, çehreni ey nazlı hilal!
Kahraman ırkıma bir gül... ne bu şiddet, bu celâl?
Sana olmaz dökülen kanlarımız sonra helal.
Hakkıdır, Hakk'a tapan milletimin istiklal.

Ben ezelden beridir hür yaşadım, hür yaşarım;
Hangi çılgın bana zincir vuracakmış? Şaşarım!
Kükremiş sel gibiyim, bendimi çiğner, aşarım.
Yırtarım dağları, enginlere sığmam, taşarım.

Garbın âfâkını sarmışsa çelik zırhlı duvar.
Benim iman dolu göğsüm gibi serhaddim var.
Ulusun, korkma! Nasıl böyle bir imânı boğar,
'Medeniyet! ' dediğin tek dişi kalmış canavar?

Arkadaş, yurduma alçakları uğratma sakın;
Siper et gövdeni, dursun bu hayâsızca akın.
Doğacaktır sana va'dettiği günler Hakk'ın,
Kim bilir, belki yarın, belki yarından da yakın.

Bastığın yerleri 'toprak' diyerek geçme, tanı!
Düşün altındaki binlerce kefensiz yatanı.
Sen şehid oğlusun, incitme, yazıktır, atanı.
Verme, dünyâları alsan da bu cennet vatanı.

Kim bu cennet vatanın uğruna olmaz ki feda?
Şühedâ fışkıracak toprağı sıksan, şühedâ!
Cânı, cânânı, bütün varımı alsın da Hudâ,
Etmesin tek vatanımdan beni dünyâda cüdâ.

Rûhumun senden İlahî, şudur ancak emeli:
Değmesin ma' bedimin göğsüne nâ-mahrem eli!
Bu ezanlar ki şehâdetleri dinin temeli
Ebedî yurdumun üstünde benim inlemeli.

O zaman vecd ile bin secde eder -varsa- taşım.
Her cerîhamdan, İlâhî, boşanıp kanlı yaşım;
Fışkırır rûh-ı mücerred gibi yerden na'şım;
O zaman yükselerek arşa değer belki başım!

Dalgalan sen de şafaklar gibi ey şanlı hilâl!
Olsun artık dökülen kanlarımın hepsi helâl.
Ebediyyen sana yok, ırkıma yok izmihlâl;
Hakkıdır, hür yaşamış, bayrağımın hürriyet,
Hakkıdır, Hakk'a tapan milletimin istiklâl!

MEHMET AKİF ERSOY

On n'a qu'une mère.

(We have nothing but mother)

Albert Camus (L’étranger)

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I would also like to express my deep and sincere appreciations and congratulations to each and every soldier in Turkish history, especially those who left their bodies in Gallipoli…

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ÖZET

Bu çalışmada, öz-yeterlilik, dayanıklılık, görev anlamlılığı, kişi-iş uyumu ve amire güven değişkenlerinin çalışmaya tutkunluk değişkeni üzerindeki rolünün incelenmesi amaçlanmaktadır. Sorunsal ise hangi değişkenlerin çalışmaya tutkunluk değişkeniyle pozitif bir ilişkiye sahip olacağı konusundadır. İstatistiksel sonuçlara ulaşmak amacıyla, çalışma verileri yerel ve uluslararsı şirketlerde ve farklı sektörlerde görev alan çalışanlara kişisel ve mesleki algılarının yanısıra amirlerinin tutumu ve güvenilirliğine ilişkin anketler toplanmıştır. Bunlara ek olarak; cinsiyet, kademe, yaş, şirket tecrübesi, toplam iş hayatı tecrübesi, yerel veya uluslarası şirketlerde görev alma ve eğitim durumu dikkate alınmıştır.

Çalışmanın örneklemi farklı sektörlerde bulunan yerel ve uluslarası şirketlerde çalışmakta olan ve aynı zamanda İstanbul Üniversitesi ve Marmara Üniversitesi'nde tezsiz yüksek lisans veya MBA eğitimlerine devam etmekte olan 265 denekten oluşmaktadır. Çalışma verileri SPSS 20.0 programı kullanılarak analiz edilmiştir. Bu bağlamda, yukarıda adı geçen her bir bağımsız değişkenin, çalışmaya tutkunluk değişkeninin alt boyutlarına pozitif katkıda bulunduğu tespit edilmiştir. Çalışma bulguları ayrıca dayanıklılık dışındaki tüm bağımsız değişkenlerin, çoklu regresyon analizi yapmak üzere analize birlikte dahil edildiğinde çalışmaya tutkunluk değişkenine pozitif katkı sağladığı görülmüştür.

Anahtar Kelimeler: Çalışmaya tutkunluk, Öz-yeterlilik, Dayanıklılık, İşin Anlamlılığı, Amire Güven, Kişi-İş Uyumu

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ABSTRACT

This study aims to examine the role of self-efficacy, resilience, task significance, person-job fit and trust in supervisor on work engagement. The research question is what variables have positive relationship with work engagement. In order to reach statistical results for this research, the data is collected by applying questionnaires to employees about their personal and occupational perception as well as supervisor's attitude and trustworthiness in addition to the employees' work engagement. In addition to these; demographic variables like gender, tenure, age, organization experience, total work experience, working in a local or multinational organization and education levels are also taken into consideration.

The sample of the research consists of 265 employees who work in multinational organizations and local organizations from different sectors and continuing their master education in Marmara and Istanbul Universities. The analyses are conducted by using SPSS 20.0 program (The Statistical Package for Social Sciences). In this relationship, each of the independent variables mentioned above has positive significant contribution to work engagement. The findings also suggest that all the independent variables except resilience when included in analysis together to conduct multiple regression appeared to have positive contribution to work engagement.

Keywords: Work engagement, self-efficacy, resilience, task significance, trust in supervisor, person-job fit

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I. INTRODUCTION

In today's organizations, the key to a successful organization is to employ engaged workers and keep them physically, cognitively, and emotionally engaged (Strom, Sears, Kelly, 2014). In recent years improving employee engagement has been identified as a top concern for organizational leaders and human resources practitioners (Attridge, 2009; Christian et al., 2011; Saks, 2006). The importance of engagement was also stressed: "Modern organizations need employees who feel energetic and dedicated i.e., who are engaged with their work. Work engagement can make "a true difference for employees and may offer organizations a competitive advantage" (As cited in Song, 2012, p. 66). Therefore, the importance of engaged workers is vital for organizations in demanding and stressful environments (Cureton, 2014). Thus, work engagement has increasingly gained status as distinctive construct among academic scholars in recent years (Strom, Sears, Kelly, 2014).

In literature, there are many variables explaining the work engagement variable. These variables are classified in three categories. These categories are contextual, individual and organizational.

Some of the contextual variables from the literature are job resources (e.g., autonomy, opportunities for personal development, feedback, rewards and recognition, role-clarity, social support, supervisory coaching, work role fit, work conditions) (Koçak, 2013; Macey and Schneider, 2008; Xanthopoulou, Bakker, Demerouti and Schaufeli, 2009), job characteristics (e.g., skill variety, task identity, task significance) (Saks, 2006; Shantz, Alfes, Truss and Soane, 2013), perceived supervisor support (Turgut, 2011), trust in top management (Witemeyer, 2013), leadership (e.g., transformational leadership, leader-member exchange (Ghadi, Fernando and Caputi, 2013), charismatic leadership (Roberson and Strickland, 2010), transactional leadership (Strom, Sears and Kelly, 2014),

Individual variables related to work engagement are task significance (Ghadi et al., 2013), psychological empowerment (e.g., competence, impact, meaning, self-determination) (Ugwu, Onyishi and Rodriguez-Sanchez, 2013), personal resources (e.g.,

optimism, resilience, self-efficacy, self-esteem) (Xanthopoulou et al., 2009; Nigah, 2012), job attitudes (e.g. job satisfaction, organizational commitment, job involvement) (Ratliff, 2012), psychological contract fulfillment (Witemeyer, 2013), dispositional characteristics (e.g., conscientiousness, proactive personality) (Macey and Schneider, 2008), workload (also work pressure) (Arabacı, 2012), empowerment (Ugwu et al., 2013), performance (Kim, Kolb and Kim, 2013), organizational citizenship behavior (OCB) (Roberson and Strickland, 2010; Saks, 2006; Shantz et al., 2013), job satisfaction (Yeh, 2013), intention to quit (Saks, 2006).

Organizational variables related to work engagement are organizational structure (e.g., cooperation, social support, trust/collaboration, work culture) (Staheli, 2013), organizational climate (e.g., managerial practices, productivity, innovation) (Ratliff, 2012), organizational trust (e.g., trust in leader/supervisor, trust in coworkers/colleagues, trust in organization) (Arabacı, 2012), organizational justice (e.g., procedural justice, distributive justice) (Strom, Sears and Kelly, 2014), organizational support (e.g., supervisor support, colleague support, work culture support) (Biggs, Brough, Barbour, 2014; Saks, 2006),

According to the interactional perspective, characteristics of people (employees) and situations should be studied as joint determinant of individual attitudes, cognitions, and behaviors (Terborg, 1981). If managers and organizations want to increase the competitive advantage and augment their sales margins, they need to consider individual and contextual factors while attempting to increase the engagement level of their employees. Recruiting employees for the right job (person-job fit) with high self-efficacy and high resilience (psychological capital) are essential determinants in today's challenging and ever-changing environment as well as acting for their advantage as well as giving them the chance to build trust with their supervisors.

As Collins (2001) says, if organizations recruit the right people for the right job, the only thing they would need is to do their best in order not to demotivate the right people. Thereby, individuals with high self-efficacy and resilience are more likely to persevere in the face of adversity and the contextual factors that facilitate their ability to persevere along the way would be their fitness level to the job, their perception of task significance as well as

their emotional and trust-based attitudes towards their supervisors. Based on this suggestion, we have selected and we will focus on self-efficacy, resilience, task significance, person-job fit and trust in supervisor variables as independent variables among these variables along the current study.

We have also selected the particular sample of employees who are continuing their master education at Marmara and Istanbul Universities, since the availability to reach such employees easily working in local and multinational employees. Another reason for selecting such sample is that the individuals who are taking courses of administration at master level are the dormant entrepreneurs of the future.

Throughout the study, we will explain the work engagement variable in a wide and comprehensive view involving its definitions, dimensions, antecedents, consequences as well as convenient moderator variables, while we would mention the previous studies conducted on work engagement. Afterwards, we will give definitions and explanations for each independent variable of the study; self-efficacy, resilience, task significance, person-job fit and trust in supervisor. Following the definitions of all of the variables, we will explain the relationships between each independent variable and work engagement relying upon job demands-resources theory and give reasons why and how we propose the hypotheses of the study.

Under the title of methodology, we will explain the research question, give information about the sample and the procedure as well as the measurement instruments of the study. As we move onto the findings, we will share the SPSS results through tables and their depictions in words regarding the descriptive analysis, factor analysis, correlation analysis, regression (respectively, single and multiple regression) analysis as well as comparative tests for certain groups; t-test and ANOVA. Before we conclude the study, we will evaluate the findings at the end of the entire analysis.

II. LITERATURE REVIEW

In this section, we will give the definitions of work engagement based on the literature as well as dimensions, antecedents, consequences and share some information from the previous studies in literature.

1. The Definition of Dependent Variable

1.1. The Definition of Work Engagement

Most of the initial conceptual groundwork about the modern concepts of work engagement stem from Kahn's (1990) work addressing personal engagement and disengagement in the workplace. Kahn's study was based on "grounded theoretical framework illustrating how psychological experiences of work and work contexts shape the processes of people presenting and absenting their selves during task performances" (p. 694).

The concept of engagement has been introduced and conceptualized as the harnessing of organization members' attitudes to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances (Kahn, 1990). Building on role-theory, he described it as referring to how psychologically present individuals are during certain moments of their role performances. Furthermore, he asserted that the more individuals draw upon themselves to perform their roles within the boundaries between who they are and what roles they occupy, the more inspiring their performances are and the more content they are with playing those roles (Kahn, 1990). Thus, engaged employees put a great deal of effort into their work because they identify themselves with it. According to Kahn (1990, 1992), a dynamic, dialectical relationship exists between the person who drives personal energies (physical, cognitive, emotional, and mental) into his or her work role, on one hand, and the work role that allows this person to express him- or herself, on the other.

Furthermore, Kahn (1990) stated that engagement is a product of two different forces: an individual's respective psychological experience of work that drives their attitudes and behavior and the individual, interpersonal, group, intergroup and

organizational factors that influence this experience. Therefore, engagement is not only a product of one's individual drives, but it is also influenced by outside factors that may or may not motivate one to become engaged in a particular role (Kahn, 1990).

Work engagement refers to the motivational mental state that people experience when they are completely immersed in their work to the extent that time seems to fly by (Bakker, Schaufeli, Leiter, and Taris, 2008; Bakker, Schaufeli, Leiter, and Taris, 2008). Work engagement stands for a sense of energetic and effective connection with the work activities and the perception of being able to handle the demands of the job (Taris, Schaufeli and Shimazu, 2010).Work engagement entails a strong psychological connection to work tasks that involves a substantial investment of one's physical, emotional and cognitive resources (Biggs, Broug and Barbour 2014). Therefore, the concept of work engagement relies on employee's well-being in many ways. It "is about good health and it positively affects the work individual is doing" (Güneşer, 2007). Among the most often cited definitions of work engagement, as mentioned above, is a state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli, Salanova, Gonzalez-Roma, Bakker, 2002, p.74; Hering, Beerlage and Kleiber, 2010). We will give detailed information concerning these dimensions of work engagement.

We can understand work engagement as the enthusiasm, inspiration, mental willingness and physical readiness to work and complete some certain sequences of tasks in a way of devoting oneself by giving upon other things or cutting back on them while allocating certain part of time to concentrate on work which requires almost no effort in terms of perception. In order to cement the work engagement concept, many definitions of work engagement from the literature have been given below in the Table 1.

Table 1. : Definitions of Work Engagement

DEFINITIONS	SOURCE
The simultaneous employment and expression of a person's preferred self in task behaviors that promote connections to work and others, personal presence (physical, cognitive, and emotional), and active full role	Kahn, 1990
Psychological presence including attention, or "cognitive availability and the amount of time one spends thinking about a role" and absorption, meaning "being engrossed in a role and refers to the intensity of one's focus on a	Rothbard, 2001
Opposite of burnout; a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.	Schaufeli et al., 2002
An individual's involvement and satisfaction with, as well as enthusiasm for, their work.	Harter et al., 2002
When employees feel positive emotions toward their work, find their work to be personally meaningful, consider their work- load to be manageable, and have hope about the future of their work.	Nelson and Simmons, 2003
Employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis.	Towers Perrin, 2003
A positive attitude held by the employee towards the organization and its value… requires a two-way relationship between employer and employee.	Robinson et al., 2004
The measure of an employee's emotional and intellectual commitment to their organization and its success.	Hewitt Associates, 2004
A measureable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization, which profoundly influences their willingness to learn and perform at work.	Vaijayanthi et al., 2011

Kahn (1990) claims that employees need self-expression and self-employment in their work lives. Employing and retaining an individual's self-produced behaviors that bring alive the relation of self to role and people who are individually engaged keep

their selves within a role, without sacrificing one for the other. He states that "people become involved in their work physically, become alert cognitively and connect to others empathically" (Kahn, 1990 as cited in Güneşer et al., 2007, p. 37). According to Kahn (1990), three conditions influence an individual's personal engagement: meaningfulness, safety, and availability.

"Experienced meaningfulness" is a feeling that one is valued for his or her work. The degree of meaningfulness experienced is influenced by task interactions, work roles and work interactions. Jobs are more meaningful if they are challenging, include skill variety, and facilitate a sense of autonomy (Atilla Bal, 2008). Additionally, jobs that offer work roles which fit with how one wants to be viewed will lead to an experience of meaningfulness (Kahn,1990). Lastly, jobs that include interpersonal interactions that promote a sense of dignity and professionalism will lead to greater meaningfulness (Atilla Bal et al., 2008, p. 17).

"Safety" is experienced when individuals can openly express themselves in their work roles. In addition to this, safety is experienced when expressing oneself will not jeopardize his or her ability to keep his or her job, maintain good reputations, and continue to feel a sense of self-worth (Kahn, 1990 as cited in Arabacı 2012, p. 25). The amount of safety one experiences is influenced by interpersonal and organizational variables. These variables include:

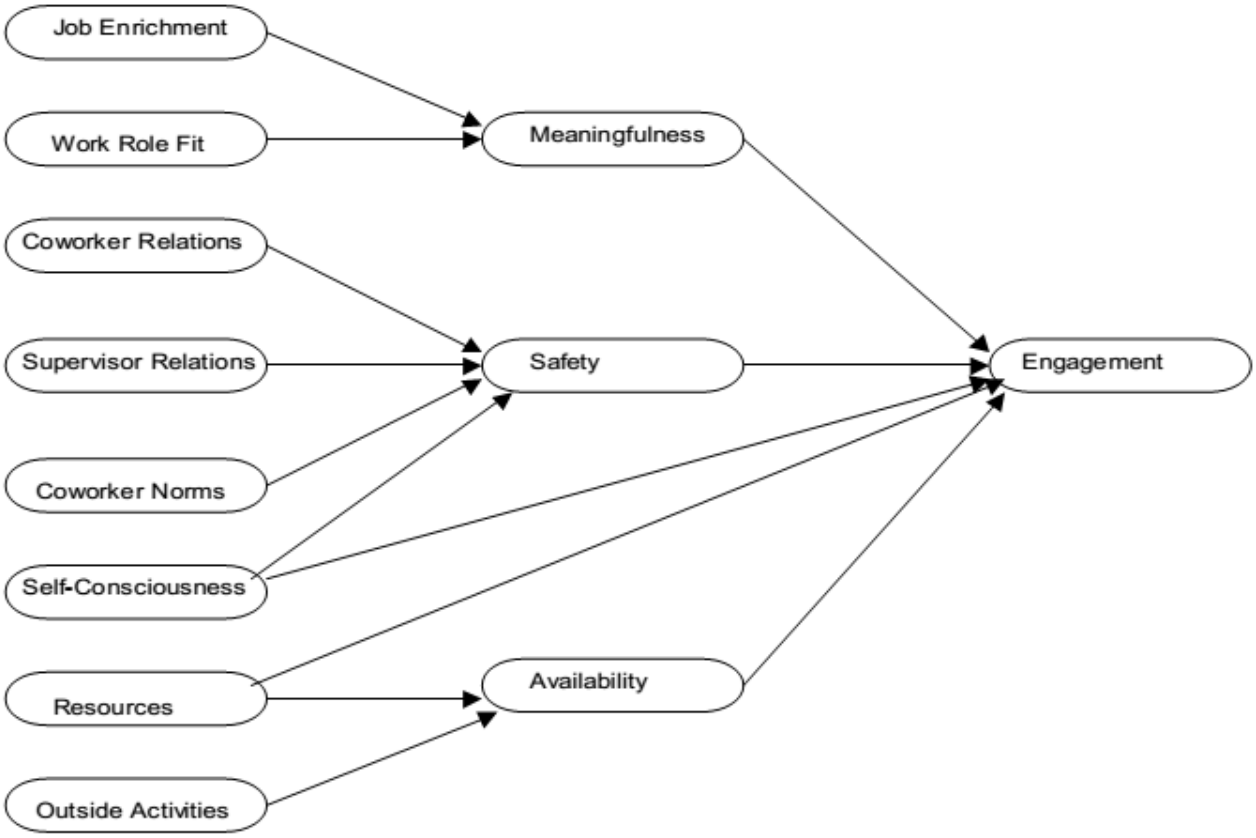
1) the relationships one has with his or her coworkers, supervisors, and subordinates,
2) the biases that occur within and between different work groups,
3) the procedures and interactions developed by management,
4) the cultural norms of the organization (Atilla Bal, 2008, p.17).

As for "availability"; an individual must feel that he or she has enough mental, social, emotional, and physical resources available to engage in a work role (Kahn, 1990). This sense of availability might vary at different times and is influenced by the amount of physical and emotional energy one has. In addition, "a sense of

availability is influenced by the different work/life demands with which one must cope" (Kahn, 1990 as cited in Arabacı, 2014, p. 25).

A diagram of path-analytic framework developed by May, Gilson and Harter (2004) can be seen with the figure below.

Figure 1. Revised Path-Analytic Framework of Engagement

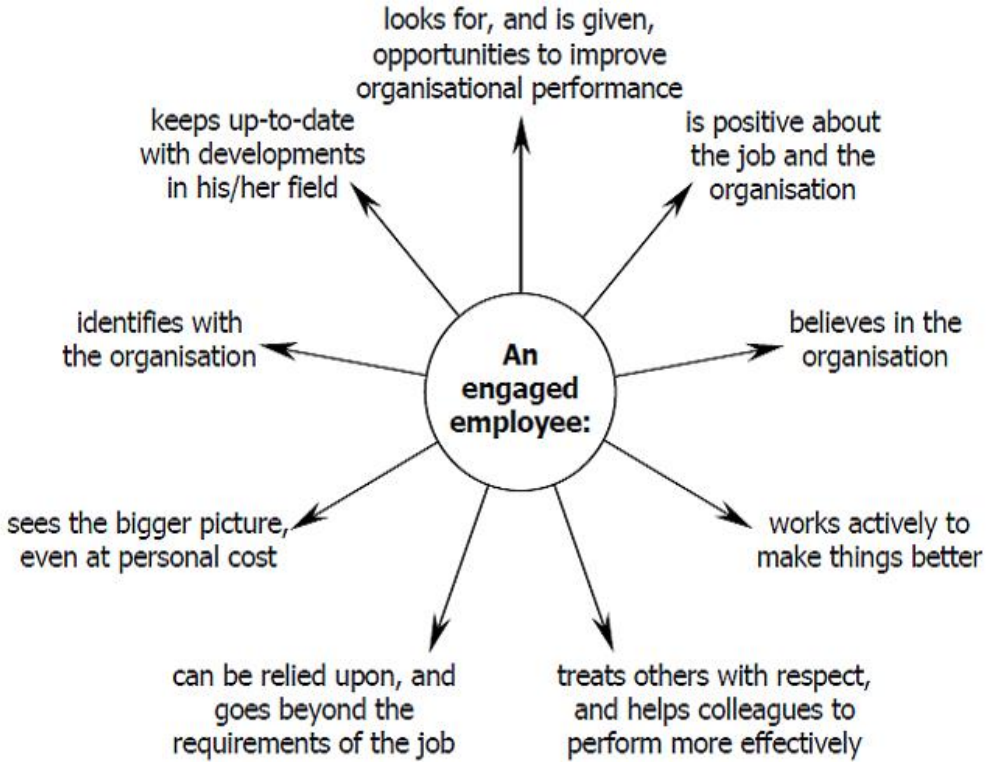


Source: As adapted from May, D. R., Gilson, R. L., and Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work.*Journal of Occupational and Organizational Psychology*, 77(1), 11-37, p.25

May, Gilson and Harter (2004) found that the presence of all three psychological conditions of meaningfulness, safety and availability resulted in significant positive relationships with engagement, with meaningfulness reflecting the

strongest relationship to engagement. They also established that job enrichment and work role fit were positively associated with psychological meaningfulness, while rewarding co-workers and having supportive supervision relationships were positively associated with psychological safety. May et al. further confirmed that personal fulfillment and motivational qualities associated with meaningful work resulted in feelings of engagement and facilitated motivation and personal growth. Appending to May's et al. work, we have also regarded as necessary to share the characteristics of an engaged employee, which is demonstrated below.

Figure 2.Characteristics of an Engaged Employee



Source: Robinson, D., Perryman, S., Hayday S. (2004). The drivers of employee engagement, *Institute of Employment Studies,* 405, 5.

Previous scholars have argued over whether or not engagement is distinct from related constructs such as job satisfaction, job commitment, job involvement, workaholism (Macey and Schneider, 2008). Researchers claim that the difference between job satisfaction, organizational commitment, job involvement, and work

engagement is that the first three refer only to the investment of one dimension (affective or cognitive) of the self into a job or organization, whereas work engagement refers to the investment of several dimensions (physical, emotional, and cognitive) into the performance of work tasks. Therefore, job satisfaction, commitment and involvement may be facets of engagement, but are not conceptually synonymous with it (Rich, LePine, and Crawford, 2010; Christian, Garza and Slaughter, 2011). Researchers also argued that workaholism differed from engagement in that workaholics spend a great deal of time working and thinking about work not necessarily because they enjoy it as engaged workers do, but because they were obsessed with it (Schaufeli et al., 2001; Schaufeli, Taris, and Bakker, 2006; Scott, Moore, and Miceli, 1997; Taris, Schaufeli, and Shimazu, 2010). It is understood that workaholics are generally unwilling to disengage from work and they are perceived to be working with a passion, thinking about work more frequently, focusing their conversation on work even in a social situation, striving for tangible achievement and working slightly more hours than others in comparison non-workaholics. On the other hand, engaged employees work hard because they like their job, not because they have strong inner drive that urges them so that they could not resist non-working hours (Taris et al. 2010). In sum, it can be suggested that work engagement is conceptually differentiated from workaholism.

Work engagement has also been studied with its linkages to other concepts such as extra-role behavior, such as a personal satisfaction and a sense of inspiration and affirmation they get from work and being a part of the organization (Bakker and Schaufeli, 2008). Last but not least, the third approach is the most common one in the literature defining work engagement as a positive, fulfilling, affective-motivational state of work related well-being that is the antipode of job burnout (Walker 2011; Thor 2012; Matthews et al. 2014; Cherubin 2011; Bakker 2008; Woods and Sofat 2013; Hering, Beerlage and Kleiber, 2010, p.66). Hence, work engagement and burnout are negatively correlated and their facets stand on opposite poles in the same continuum (Hering, Beerlage and Kleiber, 2010, p.66; Hering, 2008, p.89). Based on this conceptualization, a brief work engagement questionnaire has been developed that consists of three interrelated dimensions: vigor, dedication, and absorption

(Schaufeli and Bakker, 2003) which will be explained in detail in the following sections of the study.

1.2. The Dimensions of Work Engagement

The most commonly used measure of work engagement contains three components: vigor, dedication, and absorption (Schaufeli, Salanova, Gonzales-Roma and Bakker, 2002). Let us have a look at them one by one.

Engagement has been defined by Schaufeli et al. (2002, p.74) as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective cognitive state that is not focused on any particular object, event, individual, or behavior (Hering, 2008).

"Absorption" is characterized by "being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work" (Schaufeli et al., 2002; As cited in Yaldıran, 2010). As we cited above that vigor and dedication dimensions are regarded as the antipodes of exhaustion and cynicism dimensions of burnout, whereas absorption is not the counterpart of a burnout factor of reduced efficacy (Kim et al., 2009). The reason is that, "the lack of professional efficacy does not have a distinct and an important role whereas exhaustion and cynicism are evidenced empirically that they compose the core of burnout concept" and also "interviews and discussions with employees showed that work engagement is characterized by what is called absorption rather than by efficacy". Consequently, absorption is a prominent dimension of work engagement, not a contrary dimension of burnout (Schaufeli et al., 2003 as cited in Güneşer et al., 2007, p. 38).

"Dedication" refers to being intensely involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge (Schaufeli and Bakker, 2004; Schaufeli et al., 2002; As cited in Koçak, 2013). Dedication refers to how involved one is in their work and to what extent they experience feelings of enthusiasm, pride, inspiration, significance, and challenge towards it. Individuals with

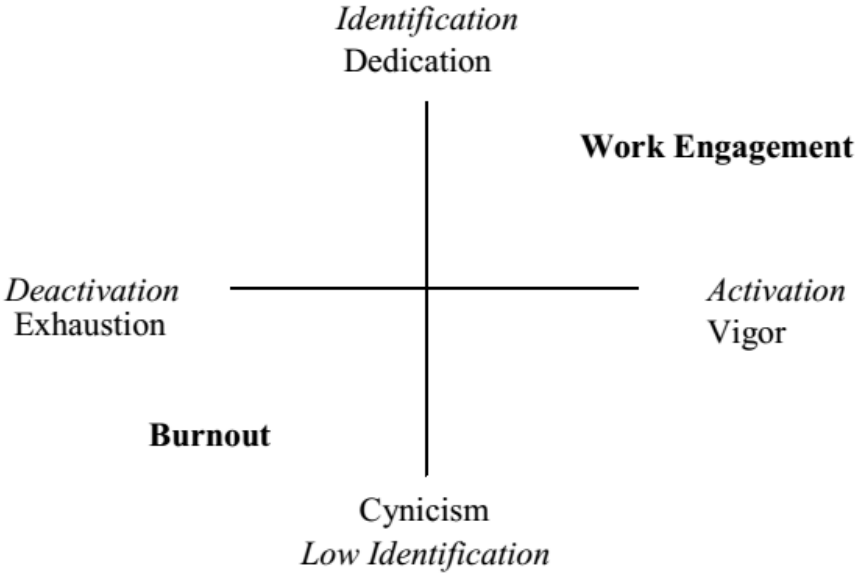
high dedication think that their job is interesting, requires effort, serves for a purpose and is meaningful; the job they do inspires them, so they do it with enthusiasm and feel proud of it (Turgut, 2011). Dedication was defined by some researchers like involvement in terms of psychological identification. It was emphasizes that this dimension is defined using the term dedication purposefully, since the two terms diverge qualitatively and quantitatively. In a qualitative sense, dedication refers to "a particularly strong involvement that goes one step further than the usual level of identification". In a qualitative sense, dedication has "a wider scope by not only referring to a particular cognitive or belief state but including the affective dimension as well" (Schaufeli et al., 2002, pp. 74-75).

"Vigor" is characterized by "high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties" (Schaufeli et al. 2002; As cited in Cureton, 2014). Vigor refers to the level of energy and mental resilience that individuals have towards their work, how willing they are to put effort in and persevere in their work, even in the face of hard times. An individual with high vigor feels motivated at work and keeps performing his task even if s/he faces hurdles (Turgut, 2011). Güneşer (2007) suggests that vigor involves perseverance as well even when faced with difficulties and problems. Vigor can also be rewritten as energy load and physical robustness (resistance) in connection with work. From this point on, vigor indicates the readiness to invest the energy in work even under difficult conditions (Hering, 2008). Vigor is characterized by working with high levels of energy and persistence, which are accompanied by mental resilience and eagerness to make efforts to accomplish the work tasks (Quiñonesa, Broeck and Witte 2013). In order to understand vigor better, it is necessary to note that researchers have identified vigor as the opposite of exhaustion which is a dimension of activation. While high activation is represented, low activation is represented exhaustion (Schaufeli et al., 2002).

The relation between burnout and work engagement has been described using two underlying dimensions, called "activation" and "identification" at the figure below. The activation dimension covers the continuum exhaustion – vigor, whereas the

identification (pleasure) dimension covers the continuum cynicism – dedication (Langelaan, 2007).

Figure 3.The Underlying Dimensions of Burnout and Work Engagement



Source: Langelaan, S. (2007). Burnout and work engagement: Exploring individual and psychophysiological differences. Utrecht University, Department of Social and Organizational Psychology, *Unpublished doctoral dissertation.*

Maslachet al. (2001) considered engagement to be the opposite concept of burnout, and suggested that the three components of burnout (exhaustion, cynicism and lack of professional efficacy), could be negatively correlated to engagement characteristics of energy (vigor), involvement (dedication),and efficacy (absorption), as measured by the Maslach Burnout Inventory (Schaufeli et al., 2006). So as to understand dedication better, it would be useful to note that researchers have identified dedication as the opposite of cynicism. Dedication stands for high identification, whereas cynicism stands for low identification (Schaufeli et al., 2002, p.74).

Taştan's (2014) findings revealed that work overload had a negative relationship with vigor and dedication and job insecurity had significant negative relationships with vigor,

dedication, and absorption. It was determined that supervisor support had significant large effect relationships with vigor, dedication, and UWES total. Job insecurity and role ambiguity displayed negative relationships with vigor, dedication, and absorption. The study was concluded that perceived job demands as measured with work overload, role ambiguity, role conflict, and job insecurity and job resources as measured with supervisor support and job autonomy had significant relationships with work engagement of nurses.

1.3. The Measurement of Work Engagement

In the literature, several measurement instruments operationalizing work engagement have been used. In this section, we will review some of the most common ones for measuring engagement (Schaufeli et al., 2002). It is seen that researchers present three approaches to work engagement concept. The first one is operationalized by the Gallup Organization and not based on a theoretical framework , Gallup Workplace Audit (GWA) scale as "a set of motivating resources such as support and recognition from colleagues and supervisors, performance feedback, opportunities for learning and development, and opportunities for skill use" (As cited in Arabacı, 2012, p. 27; Weidert, 2011). GWA was originally designed to identify what makes for a good leader. The reason that it also popular is because of its concurrent criterion-related validity for important organizational outcomes such as turnover, productivity and profit. Like the UWE scale, the GWA is a self-report survey (Weidert, 2011). Harter et al. (2002) conducted meta-analysis across 7,939 business in 36 companies, they found "significant correlations between engagement (as measured by the Gallup 12) and business-unit performance, such as customer satisfaction, profitability, productivity, and negatively related to turnover intentions" (As cited in Kuzmyez, 2011, p.59).However, Macey and Schneider (2008) argued that the measurement instruments from Gallup and the consulting firms measure descriptive items about the work conditions that are more related to job satisfaction than to engagement.

Schaufeli et al.'s (2002) conceptualization of engagement led to their development of a self-report questionnaire, the UWES, which includes the three dimensions of engagement: vigor, dedication, and absorption. Originally, the UWES included 24 items, but after psychometric evaluation, 7 items were eliminated, and 17 remained (Ettl, 2013); Vigor (6 items), Dedication (5 items), and Absorption (6 items). The UWES-17 was then reduced to the latest version, the UWES-9, which is a 9-item questionnaire that measures the three dimensions of engagement and it is widely used in the literature by researchers (Şahinet al., 2014; Park et al., 2013; Lu, Wang, Lu, Du and Bakker, 2014; Ugwu, 2013; Koçak, 2013; Ünal and Turgut, 2013; Schaufeli et al., 2006; Biggs, Broug and Barbour 2014; Sulea et al., 2012). Some researchers preferred to assess work engagement with UWES-17 questionnaire (Dalay, 2007; Ghadi, Fernando and Caputi, 2013), as we will do. Example items as follows; "At work, I feel bursting with energy" (vigor), "I find the work that I do full of meaning and purpose" (dedication), "I feel happy when I am working intensely" (absorption).

Another scale to measure a very similar form of work engagement with the name of "job engagement" using 18 items proposed by Rich, LePine and Crawford (2010, p. 634). This scale is reliable and has been used in some studies (Alfes et al., 2013; Chen, Yen and Tsai, 2014; Christian et al., 2011). This scale has three dimensions, including physical engagement (6-items), emotional engagement (6-items), and cognitive engagement (6-items). Sample items include "I work with intensity in my job", "I am enthusiastic about my job," and "At work, I am absorbed by my job." Employees indicated their agreement with each item using a 6-point scale from 1 (strongly disagree) to 6 (strongly agree). A high score reflected a higher degree of employee perceived job engagement. In sum it is seen that work engagement concept has been measured by utilizing scales such as Gallup Workplace Audit (GWA) scale, "job engagement" scale involving 18 items proposed by Richet et al. (2010, p. 634), and the UWES scale which we have used in the current study.

1.4. The Antecedents of Work Engagement

A review of the empirical studies have provided evidence of antecedents that predict employee engagement. In Kahn's (1990) work, various drivers that have influenced each of the three psychological conditions of meaningfulness, safety, and availability that lead to engagement were identified. Kahn (1990) found that task characteristics, role characteristics, and work interactions influence psychological meaningfulness. Interpersonal relationships, group and intergroup dynamics, and the direct supervisor influence psychological safety. According to these works (Kahn, 1990), engagement increases in environments where psychological safety is promoted (e.g., in which employees feel accepted and supported by a supportive management style); and physical energy, emotional energy, individual insecurity, and outside lives influence psychological availability.

Along with Kahn's (1990) studies and implications, many researchers have supported the argument that job resources i.e. task significance, autonomy, personal feedback, social support, supervisory coaching, opportunities for personal development, colleague support, role-clarity predict engagement (e.g., Bakker, Hakanen, Demerouti, and Xanthopoulou, 2007; Bakker, Schaufeli, Leiter, and Taris, 2008; Nahrgang, Morgeson, and Hofmann, 2011; Schaufeli and Bakker, 2004; Koçak, 2013; Turgut, T. 2013). In line with this, Arabacı (2012) found organizational trust enhances work engagement (Ugwu, Onyishi and Rodriguez-Sanchez, 2014). McKeown and Cochrane (2012) demonstrated that organizational support is positively related to work engagement.

Personal Resources, or as it passes in literature as Psychological Capital have been studied as antecedents of work engagement as well. Many researchers found significant relations between the dimensions of personal resources i.e. hope, optimisim, self-efficacy and resilience and work engagement (e.g., Xanthopoulou et al., 2009; Deese, 2009; Hornung et al., 2011).

Stairs and Galpin (2010) asserted that of all the drivers of engagement, leaders can have the biggest impact because they can influence job resources (such as support, autonomy, or rewards), which are positively related to employee engagement

(Bakker et al. 2007; Christian et al., 2011). Leadership behaviors such as fairness or recognition have been found to have positive effects on work engagement (Macey and Schneider, 2008; Hartog and Belschak, 2012; Clercq, Boukenooge, Raja and Matsyborska, 2014; Breevaart, Bakker, Hetland, Demerouti, Olsen and Esperik 2014). More specifically, Cheng, Chang, Kuo and Cheung (2014) found that work engagement mediates the relationship between ethical leadership and voice behavior. Researchers' assertion that the transformational leadership style influences followers' attributes of work engagement is also consistent with the findings (Vincent-Hörper, Muser andJanneck, 2012; Ghadi, Fernando and Caputi, 2013). Agarwal et al., (2012) found that leader-member exchange (LMX) has a positive relationship with perceived work engagement.

Person-organization fit (Ünal and Turgut, 2013) as well as person-job fit (Chen et al., 2014; Shuck, Reio and Rocco, 2011) have a significant contribution on work engagement. Supporting the person-job fit concept along with role-clarity mentioned above, Gill (2007) found that "realistic job preview" will have a positive effect on work engagement. In line with that, skill variety increases work engagement (Turgut, 2013). Another rarely studied concept predictingwork engagement significantly is structural empowerment which consists of the dimensions; opportunity, information, resource, support, formal power, informal power (Batuk, 2011, p. 8). Psychological Empowerment (Batuk, 2011, p. 9; Ugwu, Onyishi and Rodriguez-Sanchez, 2014), on the other hand, has similarly significantly positive relationship with work engagement in literature. In line with that, learning organization has also a positive relationship with perceived work engagement (Park et al., 2013). The most frequently explored antecedents of engagement are job control/autonomy and social/perceived organizational support (Peccei, 2013; Guest, 2014). In the same study, Peccei (2013) showed through "review of the meta-analyses reveals that other factors are more strongly associated with engagement. The strongest associations, with corrected correlations above 0.50, are with job variety, work-role fit and task significance and, highest of all, self-efficacy. These are followed, with corrected correlations above 0.40, by opportunities for development, a proactive personality, optimism, trait positive affectivity and conscientiousness. Only then, with a corrected correlation of 0.39, do we see job

control/autonomy enter the list. Job demands generally have a much weaker, even though predictably negative association with engagement" (As cited in Guest, 2014).

In the model of employee engagement of Harter et al. (2003), four antecedent elements are found to be important for engagement to occur within the workplace are:

a) clarity of expectations and basic materials and equipment being provided,

b) feelings of contribution to the organization,

c) feeling a sense of belonging to something beyond oneself,

d) feeling as though there are opportunities to discuss progress and grow (As cited in Simpson, 2009, p.1020).

1.5. The Consequences of Work Engagement

Improving employee engagement has been identified as a major challenge in recent years, given the benefits of an engaged workforce (Attridge, 2009; Christian et al., 2011; Harter and Blacksmith, 2010; Saks, 2006). While some studies have examined the consequences work engagement at the individual (Bakker and Atilla Bal, 2010) and organizational levels (Harter et al., 2010).

Among individual level outcomes, it was indicated that work engagement has significant consequence on both individual and organizational levels. Work engagement has empirically been linked to employee well-being, organizational citizenship behaviors, and positive work outcomes (Gill, 2007). Schaufeli et al. (2004) has shown positive outcomes of engagement; such as job satisfaction, low absenteeism, low turnover, and high organizational commitment performance, and positive work affect. Bakker and Demerouti (2008) formed a model of work engagement which demonstrates the following variables as consequences of work engagement: In-role performance, extra-role performance, creativity and at an organizational level and financial turnover. Shuck et al. (2011) was found that work engagement predicted

lower levels of intention to turnover (Agarwal et al., 2012). Agarwal (2012) also found that work engagement has a positive relation to innovative work behavior (Park et al., 2013). Schaufeli and Bakker (2004) point to that; "compared to those who do not feel engaged, those who feel engaged seem to be more satisfied with their jobs, feel more committed to the organization and do not intend to leave the organization" (As cited in Arabacı, 2012). Recent research has also demonstrated that "engaged employees are inclined to increase their job resources (e.g., actively asking for feedback from their supervisor and colleagues) and job demands (e.g., taking the initiative to start a new project) to create a more challenging work environment" (Lu et al., 2014). In line with this, engaged employees could create their own great place to work and increase their person-job fit perceptions as a consequence. Engaged employees might learn to increase the variety of skills or talents used at work to meet job requirements more effectively; engaged employees might be inclined to seek feedback from their supervisors or colleagues to perform better, which might eventually achieve results in higher psychological and financial rewards (e.g., esteem, salary, and promotions) (Bakker, 2010). Employee engagement was positively and significantly correlated with person-job fit, affective commitment, and psychological climate (Shuck et al., 2011).

On the organizational level consequences of work engagement, higher levels of employee engagement have been related to decreased employee turnover and higher financial and sales performance (Harter et al., 2002). Harter et al. used meta-analyses based on 7,939 business units in 36 companies and found that the relationship of employee satisfaction and employee engagement at the business-unit level was positively related to customer satisfaction, productivity, profit, employee turnover, and safety across all companies. Manche, Vitzthum, Klapp, and Danzer (2014) found significant correlations between surgeons' work engagement, their job satisfaction and quality of life. In addition to that, work engagement mediated the relation between institutional factors and surgeons' job satisfaction. Studies conducted by Xanthopoulou, Bakker, Demerouti and Schaufeli (2009) and Bakker and Atilla Bal (2010) concerning job characteristics showed that autonomy was positively associated with engagement and that autonomy, task variety, task significance and feedback were positively related

to engagement (Christian et al., 2011). Peccei's (2013) analysis of the outcomes of engagement considered task performance, contextual performance, health and intention to quit. His analysis shows a strong association between engagement and task performance, a modest association with contextual performance and weak associations with health and intention to quit.

Erim (2009) and Arabacı (2012) have summarized the individual outcomes of engagement as follows:

(1) positive job-related attitudes and a strong identification with one's work;

(2) good mental health, including positive emotions and a lower risk of burning out;

(3) good performance;

(4) increased intrinsic motivation;

(5) the acquisition of job resources and personal resources, particularly self-efficacy

Therefore, we can conclude that task performance, job satisfaction, well-being, organizational commitment, organizational citizenship behavior (OCB), self-efficacy are the significant outcomes of engagement.

1.6. Previous Studies on Work Engagement Literature

In order to facilitate the future research decisions, we have formed succinct tables of the relationships between many pre-existing constructs and employee engagement below summarizing constructs contained in or closely related to employee engagement in literature, and these constructs are positioned depending on the type of the relationship to the "core" idea of employee engagement. The reader will encounter relatives of work engagement through the tables, namely antecedents, moderators and consequences.

Table 2. : Prevalent Constructs in Employee Engagement Literature
(Appending Witemeyer's work, the tables has been extended in this study)

ANTECEDENTS OF WORK ENGAGEMENT

JOB RESOURCES Autonomy Opportunities For Personal Development Personal Feedback Rewards and Recognition Role-Clarity Social Support Supervisory Coaching Work Role Fit Work Conditions	Koçak, 2013; Macey and Schneider, 2008; Xanthopoulou et al., 2009
Task Significance (Meaning in Work)	Ghadi et al., 2013
JOB CHARACTERISTICS Skill Variety Task Identity Task Significance Autonomy Feedback	Saks, 2006; Shantz, Alfes, Truss and Soane 2013
PSYCHOLOGICAL EMPOWERMENT Competence Impact Meaning Self Determination	Ugwu, Onyishi and Rodríguez-Sánchez, 2013
PERSONAL RESOURCES (Psychological Capital) Optimism Resilience Self-Efficacy Self-Esteem	Xanthopoulou et al., 2009; Nigah, 2012
ORGANIZATIONAL STRUCTURE Cooperation Social Support Trust/Collaboration Work Culture	Staheli, 2013;
Person-Organization Fit	Güneşer, 2007
Person-Job Fit	Uçanok, 2008

PERFORMANCE MEASUREMENT SYSTEM Financial Measures Non-Financial Measures Broad Range Link Goals And Strategy	Staheli, 2013;
LEADERSHIP Transformational Leadership Leader-Member Exchange	Staheli, 2013; Ghadi et al., 2013; Macey et al. 2008
Charismatic Leadership	Roberson and Strickland, 2010
Transactional Leadership	Strom, Sears and Kelly, 2014
JOB ATTITUDES Job Satisfaction Organizational Commitment Job Involvement	Ratliff, 2012
DISPOSITIONAL CHARECTERISTICS Conscientiousness Proactive Personality	Macey et al. 2008
ORGANIZATIONAL TRUST Trust In Supervisor Trust In Coworkers/Collegues Trust In Organization	Ugwu et al., 2013; Arabacı, 2012
ORGANIZATIONAL CLIMATE Managerial Practices Productivity Innovation	Ratliff, 2012
ORGANIZATIONAL JUSTICE Procedural Justice Distributive Justice	Strom, Sears and Kelly, 2014; Saks, 2006
Perceived Organizational Support	Saks, 2006
Perceived Supervisor Support	Saks, 2006; Turgut, 2011
Rewards and Recognition	Saks, 2006
ORGANIZATIONAL SUPPORT Supervisor Support Colleague Support Work Culture Support	Biggs, Brough and Barbour, 2014
Psychological Contract Fulfillment	Witemeyer, 2013
Trust in Top Management	Witemeyer, 2013

MODERATORS OF WORK ENGAGEMENT	
Self-Efficacy	Koçak, 2013; Pati, 2010
Task Significance	Shantz et al., 2013
Workload / Work Pressure	Arabacı, 2012
Empowerment	Ugwu et al. 2013
Person-Supervisor Fit	Güneşer, 2007
CONSEQUENCES OF WORK ENGAGEMENT	
PERFORMANCE Task Performance Contextual Performance	Kim, Kolb and Kim, 2013; Shantz et al., 2013
Organizational Citizenship Behavior (OCB)	Roberson and Strickland, 2010; Saks, 2006; Witemeyer, 2013; Shantz et al., 2013
Job Satisfaction	Yeh, 2013
Deviant Behavior	Shantz et al., 2013
Organizational Commitment	Saks, 2006
Intention to Quit	Saks, 2006
Recommendability	Witemeyer, 2013

We can summarize the table above that personal resources (psychological capital), job resources, job characteristics, psychological empowerment, organizational structure, performance measurement system, are the antecedents of work engagement; while self-efficacy, task significance, workload (work pressure) and empowerment can also play moderator role on this particular variable of the study. According to the table above, we can also conclude that employee performance, organizational citizenship behavior (OCB), job satisfaction, deviant behavior, organizational commitment, intention to quit as well as recommendability are some of the consequences of work engagement.

2. The Definitions of Independent Variables

In this section, we will explain the independent variables of the current study by giving their definitions and meanings depending on the literature.

2.1. Self-Efficacy

The term "efficacy" comes from early 16th century from Latin "efficacia". In Oxford dictionary efficacy word is defined as "the ability to produce a desired or intended result". The World English Dictionary defines similarly but as "the quality of being successful in producing an intended result". Merriam Webster approaches „efficacy" word as "a power to produce an effect" (Koçak, 2013).

Self-efficacy refers to one's "beliefs in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands" (Bandura, 1997; As cited in Koçak, 2013, p.27). Within the work context, self-efficacy is usually measured as one's self-evaluation of their ability to cope with work demands; given the resources they possess. Efficacy beliefs affect adaptation and change not only all by itself, but through their impact on other determinants (Bandura, 1997). Perceived self-efficacy affects people's choices, persistence, the way of acquiring skills, and the amount of effort they exert (Koçak, 2013). The cognitive evaluation of efficacy impact whether people think pessimistically or optimistically and in ways that are self-enhancing or self-hindering. With that sense, self-efficacy describes a conviction and to achieve an assignment successfully with the help of one's cognitive and motivational resources (Luthans et al., 2007; Toma, 2010).

Efficacy belief has a central role in the self-regulation of motivation through goal challenges and outcome expectations (Bandura, 2001). Self-efficacy, out of a memory formed over years as progressively developed experiences, has a certain role in stabilizing daily difficulties through understanding problematic situations and coming up with alternative solutions, since achievements fulfilled in the past drive the development forward and make new patterns of meaningful and beneficial forms of

social interactions achievable (Paratte, 2014). With that sense, those with high self-efficacy are more likely to undertake a proactive approach when faced with stressful situations and carry out a broader set of role responsibilities than those with low self-efficacy (Taştan, 2013; Nielsen, Yarker, Randall, Munir, 2009). Bandura (1995) indicated that self-efficacy makes difference in how people feel, think, behave, and motivate themselves. As a matter of fact, it was found that powerful sense of individual self-efficacy is associated with healthy life, achievement and sufficient social integration (Bandura, 1997).

The belief of self-efficacy of course did not arise by itself; according to Bandura (1986), information about one's efficacy comes from four principal sources. Individuals work harder when they believe they are good at a task. The four antecedents of self-efficacy were identified as follow:

1- Expectations of personal efficacy are derived from four key sources of information: performance accomplishments based on authentic mastery experiences;
2- Vicarious experience, put differently, observations about the performances of others;
3- Verbal persuasion, feedback and allied types of social influences to the effect that one possesses certain capabilities; and
4- Physiological cues, states from which people partly judge their capabilities, strengths, and vulnerability to dysfunction (Bandura, 1977, p. 191; Zulkoksy, 2009; Koçak, 2013).

These four antecedents are summarized as follows:

"Performance accomplishment" relates to being successful at tasks. When this occurs repeatedly, the feeling of efficacy rises. However, if failure happens, the sense of self-efficacy declines. This is "most influential source of knowledge" (Crain, 2000, p. 203).

"Vicarious experiences" are acquired as people watch others do a task and feel confident that they can complete the same task successfully with favorable outcomes. This is especially true if the observer thinks the model has the same abilities.

"Verbal persuasion" refers to someone convincing another person that they are capable of being successful.

"Physiological cues" consist of judging one's abilities, capabilities, strengths and weaknesses as bodily signs, such as anxiety and tension and make a certain inference out of it (Zulkoksy, 2009). One of the best exemplary people with self-efficacy from history is Mahatma Gandhi. Through unwavering exercise of commanding self-efficacy, he mobilized a massive collective force that brought about major sociopolitical changes (Bandura, 2001).

Liu, Siu, & Shi (2010) reported that self-efficacy fully mediated the influence of transformational leadership on perceived stress and stress symptoms, suggesting the positive impact of this intrapersonal capability. This finding suggested employees' self-efficacy skills can have a positive influence on how the employees process their workplace and as a result how they behave in their workplace. Webster, Beehr, and Christiansen (2010) looked at the role of self-efficacy in understanding the relationship between job satisfaction and strain, which found the link between self-efficacy and job performance was not significant. After the moderation analysis, Howatt (2012) found that self-efficacy moderates the relationship between perceived stress and self-acceptance. Chaudhary, Rangnekar and Barua (2012) have found that self-efficacy and student engagement are strongly correlated. Quigley (2014) has also found that post-traumatic stress symptoms and self-efficacy have negative weak correlation in a sample of military members. Shin, Taylor and Seo (2012) found that organizational inducements and resilience were positively related to two types of employees' commitment to change (normative and affective) and that these effects were mediated through state positive affect and social exchange. Berg (2014) has found that there was a significant difference in level of education and occupational self-efficacy scores. Depression and irrational beliefs were associated with less teacher self-efficacy and job satisfaction and greater intention to leave the teaching profession Green (2014).

Schwarzer (1992) proposed that efficacy beliefs were essential in self-regulation of motivation. Human motivation is generated cognitively by goal aspirations (Bandura, 2000). To elaborate, if people possess high efficacy, they are likely to be highly motivated and set goals. Such people employ skills of resilience and expect their efforts to yield positive results. On the other hand, a person who has low efficacy would not employ resilience due to a lack of motivation and self-belief (Seo, 2013). It may also be difficult for the person who has low efficacy to set fulfilling goals. People with low efficacy may have difficulties holding back distressing thoughts; however, a person with high self-efficacy can control harrowing thoughts (Schwarzer, 1992).

A person's beliefs in his/her coping efficacy can directly affect the amount of stress, anxiety, and depression he/she may experience during threatening or highly stressful conditions. Those who exhibit high self-efficacy can manage stress levels and have the ability to perform in a manner to reduce stress levels, which in turn will change their environment for the better (Boyd-Grady, 2014).

2.2. Resilience

The challenging and changing business environment led the organizations to mainly perceive employee resilience as an important factor within the working context. Researchers point out resilience as an important resource helping individuals manage the ever-changing situations experienced in life (Waugh, Fredrickson, and Taylor, 2008). Luthans (2002) defined resilience as "positive psychological capacity to rebound, to bounce back from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility" (p.702). In addition to that resilience was also defined as a "dynamic process that results in adaptation in the context of significant adversity". Resilience has also been defined as "the capacity to rebound from adversity strengthened and more resourceful" (Sutcliffe and Vogus, 2003, p. 97; As Cited in Emmons, 2013). Resilience emphasizes the ability to recover quickly from disruptions in functioning (Shin, Taylor and Seo, 2012). Within the occupational context, resilience is mitigating the effects of stress through the use of behaviors

facilitating adaptation and permit individuals to function beyond the norm in spite of significant stress (Othman, Ghazali and Ahmad, 2013). Resilience develops when one is "beset by problems and adversity, sustaining and bouncing back and even beyond to attain success" (Luthans, Youssef, and Avolio, 2007, p.3). Masten and Reed (2002) also defined resilience as "a class of phenomena characterized by patterns of positive adaptation in the context of significant adversity or risk" (As cited in Luthans, Vogelgesang and Lester, 2006). The resilience concept refers to the individual tendency to sustain and bounce back and even beyond when beset by problems and adversity. This tendency to never give in and always seek to overcome problems and obstacles represents a valued asset in achieving desired outcomes as opposed to giving up or falling back when confronting difficult issues Eid, Mearns, Larsson, Laberg and Johnsen (2012). Resilience represents one's capacity to successfully cope with stressors in the work or non-work environment (Jex, Kain, & Park, 2013).

Resilience denotes successful coping with and adapting to risky and adverse conditions. Individuals who have been assessed high assessment in this concept have not only regained balance against conflict, failures or uncertainties but also obtained additional stability which, in turn, has increased resilience for future negative results (Toma, 2010). With that sense, resilient individuals are likely "to overcome, steer through, bounce back and reach out to pursue new knowledge and experiences, deeper relationships with others and find meaning in life" (Luthans, Youssef, and Avolio, 2007, p. 123; As cited in Rego et al., 2012). They are more likely to proactively prepare for adversity and minimize the impact of stressful events on themselves by using their psychological resources effectively (Fredrickson, Cohn, Coffey, Pek and Finkel, 2008). Resilient individuals have the flexibility to move beyond setbacks, and perform at higher levels responding effectively to challenges. Resiliency allows for the acceptance of reality, development of strong beliefs, perception of life as meaningful, and the development of flexibility for adaptation to significant change (Luthans & Youssef, 2004).

In order to understand resilience better, a meta-theory of resilience has been identified as three waves of inquiry and analysis (Luthans, Vogelgesang and Lester, 2006).

1- Identifying resilient qualities of individuals and support systems that predict social and personal success;
2- Understanding the process of coping with stressors, adversity, change, or opportunity resulting in the identification, fortification, and enrichment of protective factors; and
3- Identifying the motivational forces within individuals and groups and the creation of experience that foster the activation and use of these forces.

In line with this, research demonstrates that individuals can learn ways to become resilient. They can practice techniques helping them stay in the present, keep things in perspective and work on the problems at hand. Resilience emphasizes proactive assessment of risk and personal assets that affect employee outcomes (Luthans, Vogelgesang and Lester, 2006). Unlike traditional conceptualizations of resilience as an extraordinary capacity that can only be observed and admired in highly unique individuals, the positive psychology and Positive Organizational Behavior perspective on resilience is that it is a learnable capacity that can be developed in the most ordinary of people (Luthans and Youssef, 2007, p.332). Luthans, Luthans and Avey (2013) claim that an individual's resilience is shaped by asset factors, risks factors, and influence processes. The most effective development strategies tend to be based on enhancing assets (e.g., networking through student and professional organizations, staying physically fit) and avoiding risky, potentially adverse situations (e.g., working long, strenuous hours in a part-time job, becoming stressed and burned out).

Table 3. : Self-Efficacy and Resilience Intervention

Developmental Dimensions	Proximal Outcomes (Psychological Capacities)
Experiencing Success and Modeling Others	SELF-EFFICACY
Persuasion and Arousal	
Building Assets	RESILIENCE
How to Affect the Influence Process	

Source. Adapted from Luthans, Luthans and Avey (2013)

As indicated in the table above, people who experience success and modeling others as well as having been persuaded through teaching and aroused psychologically or spiritually tend to have higher self-efficacy compared to others. Same thing applies to those who enhance their assets by networking, staying physically fit, reading self-development books which gives exemplary and highly resilient people who succeeded ultimately.

Since resilience has both trait and situational predictors, this suggests that although there is likely to be some stability in a person's resilience over time, it can also change. For example, a person may possess the psychological traits associated with resilience, yet at some point in their lives lose some of the supportive relationships that may contribute to resilience. From a methodological point of view, this suggests that there is some value in examining changes in resilience over a person's lifetime, even though some predictors of resilience will remain relatively stable (King and Jex, 2014).

Resilience was found to have positive correlation with resignation and acceptance variables Smith, Crittenden and Caputi (2012). Vanno, Kaemkate and Wongwanich (2014) found a moderate relationship between individual resilience and group resilience. Othman et al. (2013) found that there is a moderate level relationship between resilience and work engagement. Herbert's (2011) correlational results further revealed that higher level of resilience was associated with lower levels of occupational stress and burnout. In another study, Luthans, Avey, Clapp-Smith and Li (2008) found that resilience is related to worker's performance. In addition to that, resilience has been found to have negative very weak correlational relation with work

family conflict, positive correlational relation with age and positive weak correlational relation with professional efficacy and negative weak correlational relation with cynicism and emotional exhaustion (Wang, Chang, Fu and Wang, 2012).

2.3. Task Significance

Task significance is regarded as particularly critical in today's business, as employees are increasingly concerned with doing work that influences other people and contributes to society and as organizations are increasingly concerned with providing employees with these opportunities (Grant, 2008).

Task significance, in literature, is used by researchers as "meaningfulness", "impact" as well as "task design" (Imhof, 2011, p. 8). The concept emerges from the assessment of an individual how much his own work-related activities has an effect on other people's lives and activities. The three task characteristics which determine the level the individual experiences task significance in his job are task variety, integrity and significance (Imhof, 2011, p. 18). Task significance reflects the degree to which a job influences the lives of others. Put differently, a job with a high level of task significance is one in which the job holder believes that the job has a demonstrable impact on others (Hackman and Oldham, 1980; As cited in Morgeson and Humphrey, 2006). Task significance is the extent to which the employee's work is important to others either within the organization or outside the organization (Hackman and Oldham, 1976; As cited in Duhn, 2013). For example, medical researchers working on a cure for a terminal disease most likely recognize the importance of their work to society. A nurse who handles the diverse needs of patients in an intensive care unit of a hospital has high task significance. Even more modest contributions to an organization can be recognized as being important to the extent that employees understand the role of their jobs to the overall mission of the company. The emphasis is that employees should believe they are doing something influential in their organization or society, or both (Lunenburg, 2011)

Grant's theoretical framework (2007) asserts that if employees are aware of the impact of their work on others, they are likely to invest high levels of effort and persist in completing their work. An employee whose tasks are perceived as significant view the work as purposeful and valuable, and therefore may be willing to exert high levels of energy while working and remain resolute in the face of task difficulty. In short, he claims that task significance leads to positive attitudes (Grant, 2008).

It has been found that task significance has a positive relationship with personal accomplishment (Kumar, Sinha and Dutu, 2013). Shantz et al. (2013) obtained the results that employees who hold jobs that offer high levels of task significance are more highly engaged and, in consequence, receive higher performance ratings from their supervisors, enact more organizational citizenship behaviors and engage in fewer deviant behaviors. Task significant has predicted affective commitment significantly (Duhn, 2013). In another study, task significance positively moderated the relationship between training and project effectiveness (Teasley, Jordan and Sangtai, 2012). Grant (2008) found that task significance increases job performance and job dedication. As a result of the study Piccolo et al. (2010) conducted, it has been found that task significance fully mediate relationships between ethical leadership and subordinates' job performance.

2.4. Person-Job Fit

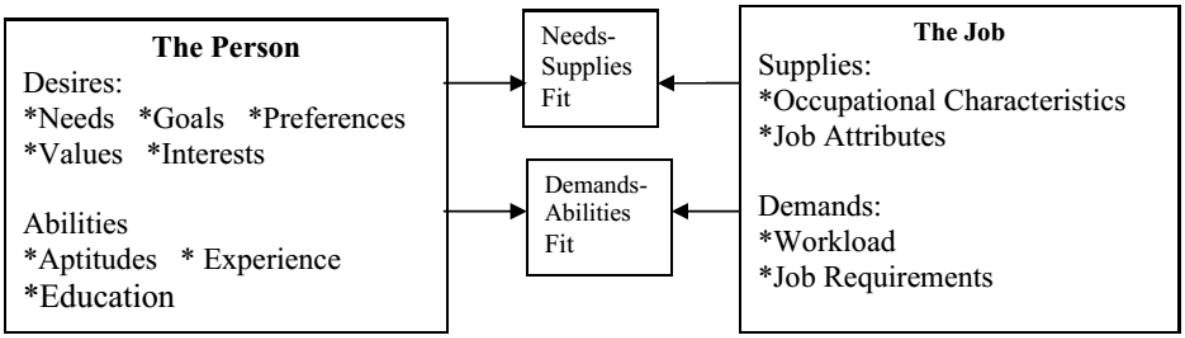
Person–job fit is the match between one's abilities and the demands of the job or one's compatibility with a specific job (Sartore, 2007). Person-Job fit is defined as the match between individual knowledge, skills, and abilities and demands of the job or the needs/desires of an individual and what is provided by the job (Uçanok, 2008).

Person–Job fit focuses on the match between personal characteristics and job characteristics, which can be differentiated into demands–abilities fit and needs–supplies fit. Demands–abilities fit refers mainly to judgments of congruence between the demands of a job and an employee's knowledge, skills, and abilities (KSA's)

required to perform at the acceptable level in the job. It is composed of the job demands that are required in order to carry out the tasks of the job and the abilities that the individual has that can be used to meet the job requirement. As for needs–supplies fit is stands for the congruence between the needs or wants of employees and supplies s/he receives from a job (Lu et al., 2014, p.143; Uçanok, 2008). In other words, it refers to "the desires of the individual and the characteristics and the attributes of the job that may satisfy those desires. Individual's 'desires' include goals psychological needs, interests and values; while 'supply' has been described as general characteristics of occupation, pay and other job attributes" (As cited in Uçanok, 2008, p.25).

Person-Job fit plays role as moderator for job satisfaction, organizational commitment, intent to quit and overall performance in a meta-analytic study by Kristof, et al (2005) and as a mediator in the relationship between consumer orientation and job satisfaction (Donovan, Brown and Mowen, 2004). In addition person-job fit has moderated the relationship between proactive personality and success (Erdogan and Bauer, 2005).

Figure 4.Person-Job Fit



Source: Edwards, J.R. (1991). Person-job fit: a conceptual integration, literature review, and methodological critique. Cooper, C.L., Robertson, I.T. tarafından alıntılanmış: (Eds),International Review of Industrial and Organizational Psychology, John Wiley and Sons, Chichester, pp.283-358. (As cited in Yaşar, 2009)

In sum, it is suggested that engaged employees craft their work in physical and relational ways, which creates a better person–job fit. This suggestion has been also supported by Lu, Wang, Lu, Du and Bakker (2014) that work engagement is also

considered as an antecedent of person-job fit. In our study, we will consider person-job fit as an antecedent of work engagement.

It is found that both actual job features and the job-person fit affect men's and women's wellbeing (Cifre, Vera, Rodríguez-Sánchez and Pastor, 2013). Another study results indicated that there exists positive relationships between person job fit and job satisfaction and job performance (Iqbal, Latif and Naseer, 2012). Chen et al. (2014) has found weak correlational relations between person-job fit and individual crafting as well as collaborative crafting, while the results indicated a moderate relationship between person-job fit and work engagement. In a study where person-job fit variable has been considered as a mediating and moderating variable, results from a sample of 412 employees support direct relationships as well as a mediating and moderating role of P– O and P–J fit in the relationship between perceived HR practices and employee outcomes (Boon, Hartog, Boselie, Paauwe, 2011). Finally, June and Mahmood' (2011) results revealed significant relationships between person-job fit with the job performance of employees.

2.5. Trust In Supervisor

Trust-in-supervisor is defined as an employee's willingness to be vulnerable based on expectations his or her supervisor's intentions, words, or actions can be relied upon (Poon et al., 2006; Poon, 2013). Another definition in the literature is that "employee's faith in supervisor, and to the belief that ultimately the supervisor will act for the benefit of employees" (Arabacı, 2012, p.17). Salespeople who trust in their supervisors are not only expected to recognize the inter-dependent characteristics of their roles and make efforts toward accomplishing mutual goals, but also to promote values or norms shared (Choi and Kim, 2011). It is stated that when an supervisor is viewed as trustworthy, his subordinates are motivated to increase performance, demonstrate satisfaction and stay with the organization (Wasti et al, 2007). Trust in supervisor variable has also been studied in the literature as trust in leader as well (Arabacı, 2012).

Further, the conceptual framework of Mayer et al. (1995) to test a model of trust-in-supervisor that examined trustee attributes (i.e. benevolence, integrity, and ability) as predictors of trust-in-supervisor. Colquitt et al. (2007) found that "benevolence, integrity, and ability have statistically significant, unique effects on trust" (As cited in Poon, 2013). According to Mayer et al. (1995), the following three attributes of trustees play antecedent role whether or not supervisors would be trusted by their employees: benevolence, integrity, and ability.

1- "Benevolence" is the extent to which a trustee is perceived to want to do good to the trustor in their relationship aside from an egocentric profit motive and reflects an emotional reason to trust. A benevolent manager is one who refrains from exploiting employees, is considerate of their needs and interests, and acts to protect these needs and interests.
2- "Integrity" is the extent to which a trustee is perceived to adhere to a set of acceptable principles. It is typically conceived as employees' perceptions of their managers' pattern of word-deed alignment.
3- "Ability" refers to the extent to which a trustee is perceived to possess a set of skills and competencies that enables the trustee to have influence within some specific performance domain. Like integrity, it is a cognitive indicator of trustworthiness and contributes to cognition-based trust (Poon, 2013).

Supervisors should be made aware of the importance of treating their subordinates with benevolence (Poon, 2013). Lapidot et al. (2007) claim that benevolence seems to be more influential than integrity and ability building trust among employees. The reason is that supervisors who demonstrate benevolence toward employees are regarded as going beyond what is required of them, whereas integrity and ability are basic requirements that employees expect them to display in their formal role. Knoll and Gill's (2011) findings suggested that the relative importance of ability, benevolence, and integrity in predicting trust differed according to the trustor-trustee dyad. Thus, trust in supervisor variable, which is meant to be composed of benevolence, integrity and ability, is one of the essential factors for employees to feel engaged in their work.

Research findings indicated employees who experience trust and positive feelings regarding their treatment within the organization are willing to become involved in the change process and adopt positive working relationships with their colleagues and line managers (Komodromos, 2013). It was found that tenure mediates the effect that trust has on work engagement and there is a significant relationship between trust and employee engagement (Bartelme, 2012). Warren (2012) has also found that trust has a correlational relationship with organizational effectiveness (OE). In another study conducted by Schwepker and Schultz (2013), a negative relationship between unethical intention and both trust in manager was supported. Perceptions of organizational justice during change were important contributors to the creation and erosion of trust in management Smollan (2013). Another study found that there were indirect relationships between performance measures and behavioral outcomes through procedural fairness and trust in supervisor. In other words, trust in supervisor variable mediated the relationship between performance measures and behavioral outcomes (Chia, Lau, and Tan, 2014).

III. THE CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

In the literature, it was seen that each of the self-efficacy, resilience, task significance, person-job fit and trust in supervisor variables has a relationship with work engagement variable. For this relationships to be formed, a few theoretical roots have been searched and examined. One of them was job demands and resources theory. We have examined the studies conducted based on this theory. Firstly, we will explain this theory, job demands and resources. Afterwards, relying upon this theory, we will explain the relationships of the self-efficacy, resilience, task significance, person-job fit and trust in supervisor variables with work engagement. In addition to that, we will also touch upon the findings of the studies where the researchers have found statistical relationships and confirmed the relationships between the variables discussed in the current study.

1. The Job Demands and Resources Theory

The Job Demand-Resources (JD-R) Model emerged from principal models like Karasek's JD-C (1979), Hackman and Oldham's Job Characteristics (1975) and Siegrist's ERI (Effort-Reward Imbalance) (1996) that especially focus on the role of the work environment in terms of employee adaptation at work (Koçak, 2013).

Job demands has been defined as "the degree to which the environment contains stimuli that peremptorily require attention and response" (Jones and Fletcher, 1996, p.34). Hakanen, Schaufeli and Ahola (2008, p.225) refer to job demands as "those physical, psychological, social or organizational aspects of the job that require sustained physical and/or psychological effort and are consequently associated with certain physiological and/or psychological costs (i.e., strain)."

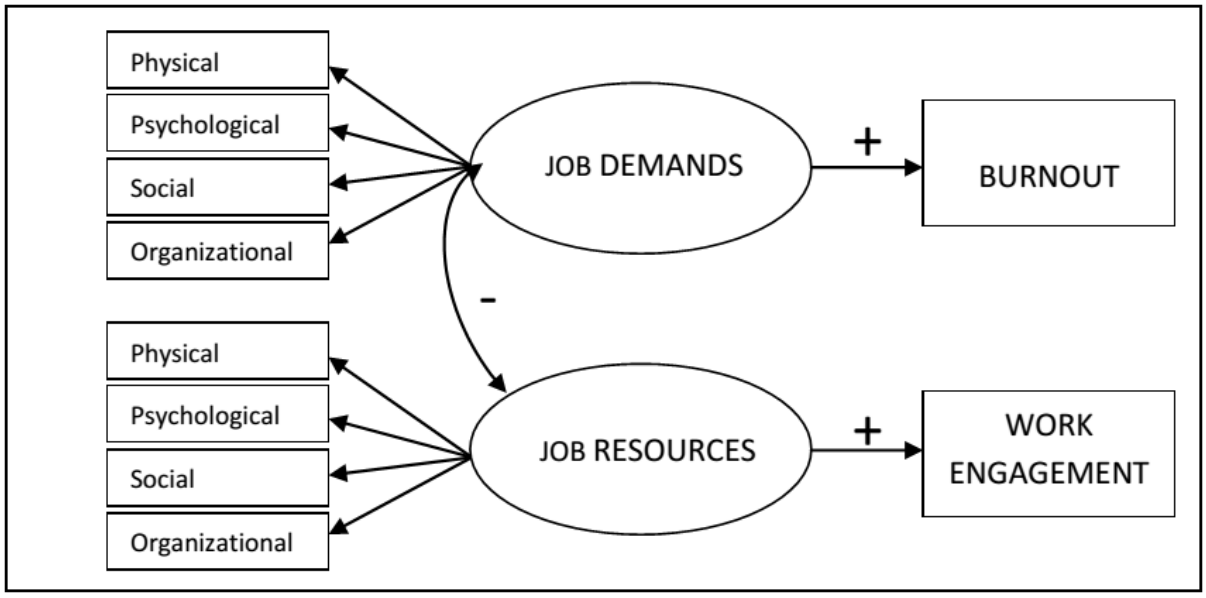
Whereas job resources "are physical, psychological, social, or organizational features of the job that are functional in achieving work goals. They reduce job demands and the physical and/or psychological costs associated with them (negative responses such as burnout,), and stimulate personal growth and development" (Bakker, Demerouti and Schaufeli, 2003; Hobfoll and Shirom, 2001). Job resources consist of two components. The extrinsic component is related to social and organizational factors, while the intrinsic component is related to physical and psychological factors. Job resources are necessary to deal with job demands and to get things done (Hobfoll, 2002). Yet an undesirable relationship between these components can lead to work overload, exhaustion, disengagement, and ultimately dissatisfaction (Criscitelli, 2014).

The Job Demands and Resources model is based upon the assumption that when job demands are high and job resources are limited, work engagement level reduces. Job demands are direct initiators of the health impairment process and job resources are direct initiators of the motivational process (Demerouti and Bakker, 2011). Demands and resources are interrelated, and create certain outcomes ranging from positive well-being and motivation to continual exhaustion and dormant burnout (Jonge, Le Blanc, Peeters, and Noordam, 2008; Leiter, 2008). The research study of Schaufeli and Bakker (2004) reported a positive relationship between engagement

and three distinct job resources: performance feedback, social support, and supervisory coaching. A positive relationship between demands and resources leads to positive work engagement. This can enhance one's ability to meet goals, besides inspiring personal growth, learning, and development (Bakker and Demerouti, 2008).

High job demands and high job resources such as shared support and performance evaluation leads to work engagement, institutional commitment, and high levels of motivation (Rodriquez-Munoz, Sanz-Vergel, Demerouti, and Bakker, 2012). Common job resources that have been studied in work engagement literature involve social support (i.e., from supervisors, coworkers, friends, and family), performance feedback, rewards, autonomy supervisor coaching, and opportunities for professional development (Taştan, 2014). Bakker (2011) suggested that social support for managers and colleagues, performance feedback, variety in skills performed, and autonomy spark the motivational process. Motivation leads to engagement and a higher level of performance. Bakker also found that when employees are challenged by high job demands, they focus more on job resources and their motivation increases along the process.

Figure 5.The Job Demands-Resources Model



Source: Demerouti E., Bakker, A.B., Nachreiner, F., and Schaufeli, W.B. (2001). The Job Demands - Resources model of burnout. Journal of Applied Psychology, 86, 499-512

As seen on the figure above, physical and psychological factors of the job constitute both, job demands and job resources. Physical and Psychological factors are the intrinsic components, whereas social and organizational factors are the extrinsic components. As seen on the figure, job resources are needed to deal with job demands. Job resources when associated with job demands, they play a reducing role on job demands as the consequence might lead to burnout eventually. In other words, if job demands are high while job resources are limited, it might lead to burnout, intention to quit, perception of work-overload and so forth. Job demands may also stimulate personal growth and development, namely work engagement. If there is a positive relationship between demands and resources, that is to say, if both of them are particularly high at the same time, the relationship leads to work engagement. This can be observed as meeting one's goals on time as well as inspiring personal growth, learning and development. When both of them are high, it leads to organizational commitment and high levels of motivation. Employees challenged by high job demands tend to search for job resources and if they find the necessary resources to provide a certain level of performance, their motivation would rise along the way. We have depended on this theory while forming the relationships between self-efficacy and work engagement, task significance and work engagement, person-job fit and work engagement.

Based on this theory, we will explain the relations below.

2. Self-Efficacy and Work Engagement Relation

Within the literature, low self-efficacy is related to high levels of depression and anxiety, and high self-efficacy predicts job satisfaction and psychological well-being and moderates the relationship between work-related stress and well-being within different occupational contexts. Like high work engagement, high self-efficacy has been shown to be related to higher job satisfaction and lower turnover intentions and higher in-role and extra-role performance behaviors among nurses. It is important to note that associations have been found between psychological empowerment, social support, self-efficacy perception and psychological well-being.

Specifically, “self-efficacy is reported to mediate the relationship between psychological empowerment and work outcomes such as job satisfaction, organizational commitment and well-being” (Jex and Bliese, 1999; Stets, Stets and Bliese, 2006; Zellars et al., 2001; Pillai and Williams, 2004; As cited in Taştan, 2013).

Individuals with low levels of generalized self-efficacy show more emotional exhaustion when their job autonomy is higher, while those with low levels of professional self-efficacy show greater cynicism when routine and role conflict are high, and have low levels of organizational commitment when the level of role conflict is high (Grau, Salanova and Peiro, 2001). Perceived self-efficacy is a strong predictor of coping behavior (Bandura and Locke, 2003). With that sense, it was found that self-efficacy is positively related to contextual performance, task performance and general performance (Polatcı, 2014).

Bakker et al. (2006) also found that female school principals with high personal resources which include resilience, self-efficacy and optimism scored highest in work engagement. Another study participated by clinicians specializing in Surgery Medicine demonstrated that personal resources (self-efficacy and resilience) have significant positive relationship with work engagement (Manche et al., 2014).

Based on the previous studies' results above, we propose the following hypothesis below:

H1: Perceived self-efficacy positively contributes to work engagement of the employees.

3. Resilience and Work Engagement Relation

Kaplan and Biçkes (2013) found that there is a positive relationship between resilience and job satisfaction consistent with previously research (Youssef and Luthans, 2007; Luthans et al., 2007; Topcu and Ocak, 2012, Cetin and Basım, 2011). It has been found by Shin, Taylor and Seo (2012) that resilience is positively related to two types of employee’s commitment to change (normative and affective). Another

study points out that resilient individuals are better equipped to cope with a constantly changing workplace (Tugade and Fredrickson, 2004). Krush et al. (2013) found that resilience provides salespeople with a sense of personal buoyancy that not only attenuates the effects of work-family conflict on stress but that it also reduces the debilitating effects of stress on job satisfaction. Findings showed a person must have the ability to overcome adversity to be successful, this is resilience and an individual must have high motivation to be resilient, this is known as self-efficacy (Boyd-Grady, 2014, p.118). Research studies in educational settings have shown that students with higher levels of resilience have stronger academic performance (Martin and Marsh, 2008; As cited in Luthans and Jensen, 2012, p. 255). A different approach from Şahin, Çubuk and Uslu (2014) showed that demographic characteristics, organizational support, transformational leadership, empowerment, work engagement and performance variable have an effect on the psychological capital, namely resilience and self-efficacy. Another innovative study with psychological capital was conducted by Dollwet and Reichard (2014). They have found that Hypothesis 3 predicted that cross-cultural psychological capital would be positively related to openness to experience, to cross-cultural adjustment as well as to CQ and negatively related to ethnocentrism. Polatcı (2014) conducted a study in a sample of policemen and found that resilience is positively related to contextual performance, task performance and general performance. It has also been found that psychological capital has a strong positive relationship with job embeddedness and job performance (Sun, 2011). Avey et al. (2011) has found positive relationships between psychological capital and desirable employee attitudes (job satisfaction, organizational commitment, psychological well-being), desirable employee behaviors (citizenship), and multiple measures of performance (self, supervisor evaluations, and objective). There was also a significant negative relationship between psychological capital and undesirable employee attitudes (cynicism, turnover intentions, job stress, and anxiety) and undesirable employee behaviors (deviance).

Based on the previous findings and literature implications, we have developed the second hypothesis as follows:

H2: Perceived resilience positively contributes to work engagement of the employees.

4. Task Significance and Work Engagement Relation

When the literature was investigated, it was found that there are various studies demonstrating the link between task significance and work engagement. Researchers have emphasized the importance of the impact of task significance on work engagement variable in their studies, as Peccei (2013) demonstrated through the findings of meta-analyses that the strongest associations of work engagement antecedents, with corrected correlations above 0.50, are particularly with task significance and self-efficacy. Shantz et al. (2014) obtained the results that employees who hold jobs that offer high levels of task significance are more highly engaged. Another study found that task significance is a predictor of work and organization engagement. This study showed that task significance on its own predicts work engagement regardless of the other job characteristics (El-Asmar, 2013). A sample of employees working in a variety of jobs and organizations whose average age was 34 and 60 percent were female. Participants had been in their current job for an average of four years, in their organization an average of five years, and had on average 12 years of work experience. The survey included measures of job and organization engagement as well as the antecedents and consequences of engagement. Results showed that job characteristics (i.e., autonomy, task identity, skill variety, task significance, feedback from others, and feedback from the job) predicts job engagement (Saks, 2006; Milam, 2012, p.66).

Vybornova (2014) has found a significant relationship between task significance and job satisfaction. In relation with this, it has been found that task significance has a positive relationship with engagement (Guest, 2014). Bellia (2007) has also found that task significance has a significant correlation with task performance which is one of the consequence of work engagement. Fellenz (2013) has stated that employees' work engagement could be construed as akin to psychological states such as task significance. Saks (2006) has also found that task significance explained a significant amount of variance in job engagement.

Depending on the previous literature, the following hypothesis is proposed:

H3: Perceived task significance positively contributes to work engagement of the employees.

5. Person-Job Fit and Work Engagement Relation

As Jim Collins (2011) asserted in his book, "Good to Great", perhaps the most important things that managers did so as to bring about greatness to their good organizations was to select the right person for the right job. Collins (2001) stated in his book that the rest was very simply not to demotivate those proactive and resilient employees whose perception of self-efficacy and person-job fit is relatively high.

In line with Collin's (2001) suggestion, research showed that person-job fit is associated with job performance (June and Mahmood, 2011; Caldwell and O'Reilly, 1990), job satisfaction (Iqbal et al., 2012), career success (Bretz and Judge, 1994), employee turnover (Steers and Mowday, 1981) and the individual's career choice (Werbel and Gillive, 1999; As cited in Uçanok, 2008). Edwards (1991) found that motivation, performance, job satisfaction, low job stress, and attendance as outcomes that are positively affected by person-job fit. Babakus, Yavas, Ashill (2011) have found that person-job fit mediates the influences of customer orientation and servant leadership on burnout and turnover intentions. Chen, Yen and Tsai (2014) have found to mediate the relationship between job crafting (individual crafting and collaborative crafting) and job engagement. The relationship between perceived person-job fit and intentions to accept a job offer was mediated by organizational attraction; and also, there was a direct relationship between perceived person-job fit and intentions to accept a job offer (Carless, 2005). Ehrhart and Makransky (2007) found that person-job fit and personality revealed a significant relationship between emotional stability and fit with leadership. It was also found job-person fit affect men's and women's well-being (Cifre et al., 2013). Person-job fit have strong, but distinct impacts on individual attitudes and behaviours (Kristof-Brown et al., 2005). There exists a very functional side of person-job fit that research has found a direct relationships as well

as a mediating and moderating role of person-job fit in the relationship between perceived HR practices and employee outcomes (Boon et al., 2011).

Based on the previous empirical results and the conceptual rationality, we have developed the hypothesis below:

H4: Perceived person-job fit positively contributes to work engagement of the employees.

6. Trust in Supervisor and Work Engagement Relation

Supervisors play a vital role in the life and operation of an organization. They are the critical link in attaining employee trust and are in a position to help develop the positive personal relationships with direct employees. Supportive and trust building supervisor behavior to employees through concern for their ideas and feelings, it enhances employees' initiative to work, performance and productivity (Canipe, 2006). Mantler et al. (2006) had also found that, the more that employees believed they were being treated fairly, the more they were engaged in their jobs, which indicates that trust in supervisor matters in order to increase work engagement.

It was found that distributive justice and shared values have positive relationships with supervisor trust while psychological contract breach is negatively related to it. Regarding psychological empowerment, we conclude that meaning and self-determination dimensions predicts trust (Cruz, Cabrera and Llusar, 2014). Trust in supervisor has been positively correlated with a subordinate's innovative behavior (Ruppel and Harrington, 2000; Tan and Tan, 2000; As cited in Freund, 2014). Ertürk's (2007) study indicates that trust in supervisor fully mediates the relationship between organizational justice and OCBO (organizational citizenship behavior directed to organization), however it partially mediated the relationship between organizational justice and OCBI (organizational citizenship behavior directed to the individuals) of Turkish academicians (Brower et al. 2009; Chiaburu and Byrne, 2009;). Organizations also need to pay attention to the issues of trust in supervisor in the process of performance measures so as to acquire more preferable behavioral outcomes. According to the findings, it has been found procedural fairness is

positively related to trust in supervisor while trust in supervisor mediates the relationship between financial measures and job satisfaction (Chia, Lau and Tan 2014). Another research has found that organizational justice was found to be one of the most important antecedents of both trust in supervisor (Pillai et al., 2001; Aryee et al., 2002). Albrecht (2002) concluded that employees are more receptive to changes when they trust management. In line with this, subordinates with high trust level towards their supervisors are "more likely to accept the decisions of their supervisors more easily" (As cited in Arabacı, 2012). In a study conducted in a hotel sample, the result demonstrates that identification with the hotel will be strengthened when job satisfaction and trust in the supervisor becomes strong. Trust in the supervisor plays a more important role in forming hotel identification than job satisfaction does. In other words, in such an important service sector managers who want to encourage customer-related behaviors that they should induce staff's identification with the hotel by improving the level of trust in the supervisor (Choi and Kim, 2011). Employees' trust in direct supervisors and management is significantly and negatively associated with employees' antisocial work behaviors (Thau et al., 2007) and is related to task performance (Brower et al., 2009) as well as organizational commitment (Tan and Tan, 2000).

Based on the previous findings and literature implications, we propose the second hypothesis as follows:

H5: Perceived trust in supervisor positively contributes to work engagement of the employees.

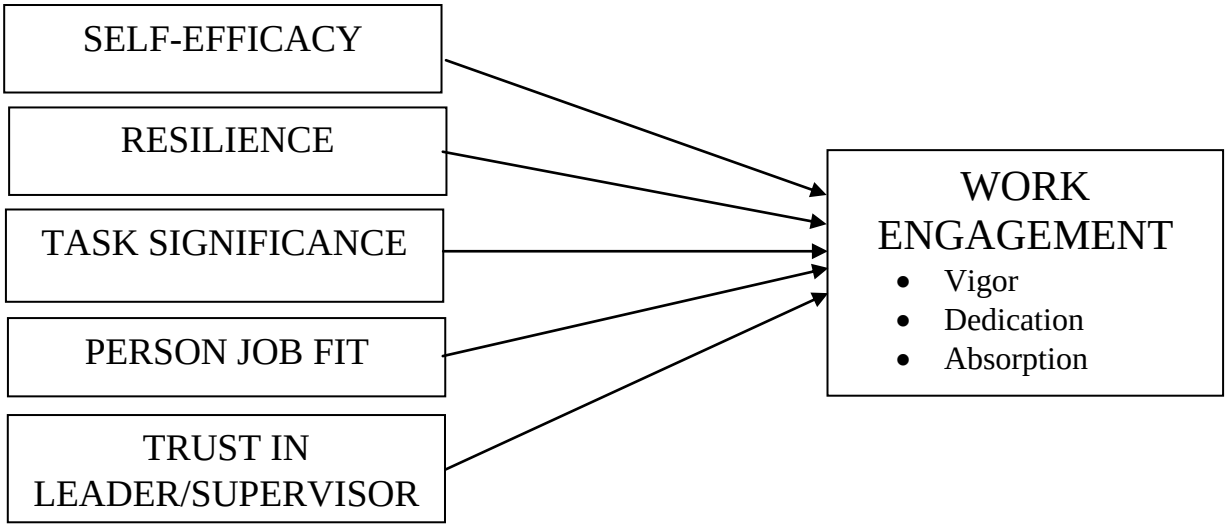
IV. METHODOLOGY

In this section, we will explain the aim of the study, sample we have chosen and procedure we have performed before we share the measurement instrument of the study for each variable.

1. The Research Aim

Considering the conceptual background, this study aims to investigate the relations of personal resources, task significance, trust in supervisor and person-job fit to work engagement as well as examining the contribution of these independent variables on work engagement. The Figure 6 below shows the proposed research model of the study.

Figure 6.The Proposed Research Model



The research questions of the study and the hypotheses are listed as follows:

1- Which variables have significant contribution to work engagement?
2- Is there a significant difference between the groups of organization (e.g., local organization and multinational organization) in terms of work engagement?

After having conducted all of the factor analysis and having revised the research model, we propose the hypotheses of the study below:

H1: Perceived self-efficacy positively contributes to work engagement of the employees.

H2: Perceived resilience positively contributes to work engagement of the employees.

H3: Perceived task significance positively contributes to work engagement of the employees.

H4: Perceived person-job fit positively contributes to work engagement of the employees.

H5: Perceived trust in supervisor positively contributes to work engagement of the employees.

2. The Sample

The sample of the study consists of white-collar, full-time, private sector employees of multinational organizations and local organizations in İstanbul studying MBA (Master of Business Administration) at the same time. There is not an age limitation for the sample. There is not researcher interference. Study setting is non-contrived, unit of analysis is individuals and time horizon of the study is cross-sectional. In total, 265 people filled the questionnaire.

In the data collection process, convenient sampling was used. As its name implies, convenience sampling refers to the collection of information from members of the population who are conveniently available to provide it. Convenience sampling is most often used during the exploratory phase of a research project and is perhaps the best way of getting some basic information quickly and efficiently. (Sekaran, 2003).

3. The Procedure

After having gathered the most appropriate scales of each variable and determining some of the items, the researchers examined the content validity of the questionnaire. For testing the content validity, the researchers asked 3 professors for the required modifications. Subsequently, due to the confirmation of the items, the questionnaires were distributed to the employees from different sectors directly while they were either around or in the classes of Istanbul University and Marmara University, during December and January months of the year 2015. On the cover of the questionnaire it was emphasized that respondents' confidentiality would be strictly kept by the researcher and the data would only be used for scientific research. Employees completed their questionnaires in their spare times and they returned their filled questionnaires to the researcher.

4. The Measurement Instruments

The internal consistency reliabilities for all the multi-item scales were assessed through Cronbach's Alpha. Cronbach's Alpha is a reliability coefficient, which shows how well the items in a set are positively correlated to one another (Sekaran, 2003). According to Nunnally and Brenstein (1994) if the value of the Cronbach's Alpha for a certain scale is 0.70 or above; that scale is deemed reliable.

4.1. Measurement of Work Engagement

Utrecht Work Engagement Scale (UWES) which was developed by Schaufeli, Salanova, González- Romá and Bakker (2002) was used to measure work engagement which has three dimensions; vigor, dedication and absorption. It consists of 17 items (for vigor 4 items, for dedication 9 items and for absorption 4 items). Cronbach's alpha value for each dimension of the scale has been ranged between .80 and .90 in previous studies (e.g., Salanova, Grau, Llorens and Schaufeli, 2001; Demerouti et al., 2001; Montgomery, Peeters, Schaufeli and Den Ouden, 2003; Salanova, Bresó and Schaufeli, 2003; Schaufeli, Taris and Van Rhenen, 2003; Salanova, Carrero, Pinazo and Schaufeli, 2003). Arabacı (2012) also found the Cronbach's alpha values for each dimension of work engagement as 0,943 for dedication; 0,93 for absorption and 0,818 for vigor. Turgut (2011) has found Cronbach's alpha value for the whole scale containing 17 items as 0,89; and individually for each dimension as 0,81 for vigor; 0,87 for absorption; 0,86 for dedication. Chaudhary, Rangnekar and Barua (2012) has found the value of cronbach's alpha for the overall scale as 0.852. Atilla Bal (2008) has found the Cronbach Alpha values as .9170, .8242 and .7520 for the dedication, absorption and vigor factors respectively. Sample item for vigor is "I can continue working for very long periods at a time.", sample item for dedication is "I find the work that I do full of meaning and purpose." and sample item for absorption is "When I am working, I forget everything else around me.". In this study, Cronbach's Alpha was found as 0,920 (see Table 5).

4.2. Measurement of Self-Efficacy

Self-efficacy is assessed with the ten-item Generalized Self-Efficacy Scale developed by Schwarzer and Jerusalem (1995). In the study conducted by Koçak (2013), cronbach's alpha has been found for the scale as 0,951. Schwarzer and Schroder (1997) have conducted a series of analysis in different cultures to determine reliability of the scale and found the Cronbach's alpha values as 0.84, 0.81 and 0.91. In addition to that, Rimm and Jerusalem (1999) has reported that the internal consistency of the Self-Efficacy scale has been measured as 0.87. In a study conducted in Turkey by Erci (2005), Cronbach's Alpha value has been found as 0.89. Finally, Tösten and Özgan (2014) has found the internal consistency of the scale as 0.80. In the current study, Cronbach's Alpha value has been found as 0.934.

The scale items are rated on a 6-point scale ranging from (1) "totally disagree" to (6) "totally agree". The Turkish adaptation of the scale was made by Taştan (2011). The researcher and the thesis advisor made minor changes on this Turkish translation before including this scale in the final questionnaire. No reverse items were used in this measure. Two sample items are "I can always manage to solve difficult problems if I try hard enough" and "When I am confronted with a problem, I can usually find several solutions." In this study, Cronbach's Alpha values was revealed as 0,934 (see Table 6).

4.3. Measurement of Resilience

We have benefited from Psychological Capital Scale which consists 24 items. Resilience scale is taken out of that particular scale which is composed of 6 items. Turkish translation of the scale was formed by the help of previous research (Polatçı, 2011; Çınar, 2011) through evaluation of each item and selecting the appropriate one. No reverse item is used.

In a pilot study conducted in Turkey by Polatçı (2011), the researcher has found Cronbach's Alpha value in an acceptable range. Polatçı (2011) has also found the Cronbach's alpha value as 0.85 as a result of the study. In addition to that,

Tösten and Özgan (2014) has found the internal consistency of the scale as 0.76. Wagnild and Young (1993) has found the internal consistency of the scale as 0.91. In this current study, Cronbach's Alpha value of the scale has been found as 0.886 (see Table 7).

4.4. Measurement of Task Significance

Task Significance was measured by a scale formed by the researcher through evaluating two scales developed by Morgeson and Humphrey (2006) ve Rodopman (1999). No reverse items is used. A sample item of the 4-item scale is "The job I perform is helpful and important for the society." The scale previously demonstrated very good reliability, α = .87 (Morgeson and Humphrey, 2006). The reliability coefficient for this scale in another study was measured as α = .86 (El-Asmar, 2013). Rodopman (1999) has found the Cronbach's Alpha value as 0.86. In the current study, the internal consistency of the scale has been found as 0,826 (see Table 8).

4.5. Measurement of Person-Job Fit

Person-job fit is measured by the self-report test developed by Brkich, Jeffs and Carless (2002). The test is translated into Turkish by the Uçanok (2008) and each item is examined to match the meaning in the original test by Uçanok (2008). 1st, 2nd 4th and 8th questions of the 9-item scale are reverse questions.

In a study conducted in Turkey, Uçanok (2008) has found the Cronbach's alpha of the turkish version scale as 0.90; The misfit factor (1., 2., 4. and 8. items) implies that the job does not meet one's expectations (α= 0.8428), and the fit factor (3., 5., 6., 7. and 9. items) (α= 0.8666) implies that there is congruity and satisfaction between the person and the job. In the current study Cronbach's Alpha value for the overall scale has been found as 0.868; and for the two factors "fit" and "misfit" 0.847 (5-items factor) and 0.801 (4-items factor) respectively. Additionally, since we have found the percentage explained by the "fit" factor as 49,605% which is greater than 30%, we will take into consideration only this dimension of the scale as the

representative in correlation and regression analysis. In this current study, Cronbach's Alpha value has been found as 0,868 (see Table 9).

The test is rated on a scale ranging from 'definetely agree' (1) to 'definetely disagree' (6). Two sample questions second of which is reverse are as follows; "My current job motivates me" and "I think that another job is more convenient for me."

4.6. Measurement of Trust in Supervisor

Trust in Supervisor was measured by İslamoğlu, Birsel and Börü's Trust Scale (2007) which consists of 10 items (for trust in supervisor 10 items). This scale was chose for the study because of its appropriateness to Turkish culture. Sample items for trust in supervisor are "My supervisor shares her/his knowledge", "My Supervisor is honest and fair" and "My Supervisor is such a team leader."

In a study conducted in Turkey, the internal consistency of the scale was found as .961 (Arabacı, 2012). Chughtai (2010) has found the internal consistency of the scale as 0.96. The Cronbach's Alpha value in the current study has been found as 0.955 (see Table 10).

4.7. Items Related to Demographics

Survey has 9 questions about demographic variables. The nominal question is age. Other demographics are gender, marital status, education level, total work experience, organization experience, title, type of organization they work at and the department they perform their tasks in. The question which was asked as a nominal variable was age.

V. FINDINGS

Statistical Package for the Social Sciences 20.0 for Windows (SPSS) was used to analyze the data collected through questionnaires. The raw data was entered to SPSS and the following statistical analyses were done after checking for normal distribution on item basis and eliminating any outliers:

a) Factor analysis was performed in order to evaluate the construct validity of the measures.

In order to understand the internal consistency of the scales, reliability analysis was performed and Cronbach's alpha scores were calculated.

b) Descriptive statistics such as mean, standard deviations, reliability coefficient and intercorrelations were computed to understand the variability and interdependence of the subscales derived from the factor analyses.

c) To evaluate explanation power of the model variables on dependent variables, simple regression and multiple regression analyses were used.

d) In addition to the analyses carried out for explaining the relationships on the research model; further analyses were carried out to gather additional inferences about the research variables. These inferences include the differences between the study concepts in terms of demographics. Thus, so as to gather these inferences, independent samples t-tests and one-way ANOVA tests were conducted.

1. The Descriptive Findings related to Demographics

In order to acquire an initial feel for the data, the means, standard deviations, skewness and kurtosis for each study variable were computed. The means and standard deviations provide useful guidelines to researchers about how the respondents have reacted to items in the questionnaire and how good the items and measures are (Sekaran, 2003). Skewness and kurtosis, which indicate the degree

of symmetry in the data (Saunders, Lewis and Tornhill, 2009) are particularly important because they enable the researcher to determine whether the study variables are normally distributed or not.

The demographic variables of the study are gender and the age of the employee, marital status, education level, experience in business life and in the organization, occupational position, working in whether a local organization or a multinational organization, the type of department being worked at. In the table below, some of the demographic variables have been demonstrated; employee gender, employee age and employees' education level.

Table 4. : Summary of the Descriptive Analysis of the Demographic Variables

VARIABLES		FREQUENCY	PERCENT
Employee Gender	Male	134	49,4
	Female	131	50,7
Total			
Employee Age	20-24	52	19,6
	25-29	137	51,7
	30-34	57	21,5
	35-39	14	5,3
	40 and over	5	1,8
Total		265	100
Education Level	Bachelor Degree	196	74,0
	Master's Degree	68	25,7
	Doctoral Degree and over	1	0,3
Total		265	100

As we observe from the table above, the majority of the participants are at the age interval of 25-29, and the minority 40 and over. Additionally, the majority of participant have marked bachelor degree as the last diploma they have earned. The rest of the demographic variables; employees' experience in business life, organization experience and position level are demonstrated respectively in the table below:

Table 4. : Summary of the Descriptive Analysis of the Demographic Variables

VARIABLES		FREQUENCY	PERCENT
Experience in Business Life	Less than 1 year	28	10,6
	1-5 Years	148	55,8
	6-10 Years	60	22,6
	11-15 Years	19	7,2
	16-20 Years	8	3,0
	Over 20 Years	2	0,8
Total		265	100
Organization Experience	Less than 1 year	76	28,7
	1-5 Years	149	56,3
	6-10 Years	29	10,9
	11-15 Years	8	3,0
	16-20 Years	3	1,1
Total		265	100
Position Level	First Level	65	24,5
	Middle Level	176	66,4
	High Level	24	9,1
Total		265	100

We see from the table above that the majority of the participants have organization experience between one and five, while working at middle level positions. The rest of the demographic variables; the number of employees' from local vs. multinational organizations and the number of employees' based on the organization's departments are demonstrated in the table below.

Table 4. : Summary of the Descriptive Analysis of the Demographic Variables

VARIABLES		**FREQUENCY**	**PERCENT**
Local Organization / Multinational Organization	Local Organization	182	68,7
	Multinational Organization	83	31,3
Total		265	100
Employee's Department	Human Resources	26	9,8
	Finance/Accounting	65	24,5
	Marketing	34	12,8
	Research & Development	12	4,5
	Sales	37	14,0
	Production	12	4,5
	Other	79	29,8
Total		265	100

As we have a look at the table above, we see that the majority of the participant are working in local companies and the departments of human resources as well as other departments.

2. Factor Analysis

In this section, the results of the factor analysis and internal consistency analysis of the variables will be provided and the next section will comprise the results of the correlation matrix which includes all the research variables. Subsequently, the simple and multiple regression analysis and hypothesis tests will be provided and other findings which facilitate the evaluation of results will be presented.

The results of the reliability analysis for each variables of the research model are presented in Tables 5, 6, 7, 8, 9, 10, 11 and 12.

In order to determine the factor structures of contextual factors, self-efficacy, resilience, task significance, person-job fit, trust in supervisor and work engagement, the principal components analysis method of factor analysis with varimax rotation was used (Durmuş, Yurtkoru and Çinko, 2011). Each step was conducted on one-item at a time basis by discarding any item with a factor loading of less than .50, or which loaded to more than one factor with a .10 or less difference, or that singly loaded on a factor. Those factors with Eigenvalues of 1.00 or more were taken into consideration in total variance explained. The internal consistencies of the scales were calculated by Cronbach's Alpha, and the factors with Alpha values of .70 were considered to have sufficient reliability.

A principal components factor analysis with varimax rotation was carried out with all of the six scales used in the study. Among these six scales, only two of them (the work engagement and person-job fit) sub-divided into more than one factor, and the rest were found to be made up of a single factor. For both of these multifactor scales, the KMO values are found to be larger than .50 and the Bartlett's test values are significant (Durmuş et al., 2011).

Three factors came out at the end of the factor analysis of work engagement while the results KMO yielded a value of ,918 and the Bartlett‟s test of sphericity yielded a significant result with a p=.000. Thus, it was concluded that the data is appropriate for the factor analysis to be performed for this scale. Item 2 of the scale was omitted and the rest was entered into factor analysis and it was found that the variable consisted of three dimensions; namely dedication,

absorption and vigor. The rest of the 17 items loaded under 3 factors which explained 65,326% of the total variance along with Cronbach's alpha value of 0,920.

Reliability analyses for each dimension of work engagement were performed. All of the factors showed high internal consistencies, which were 0,895 for absorption, 0,880 for dedication, and 0,751 for vigor. The percentage variance explained values are 46,532 for absorption, 10,910 for dedication and 7,884 for vigor dimension. A more detailed tabulation of the Work Engagement Scale factor analysis is shown in Table 5 below.

Table 5. : Factor Analysis Results of Work Engagement Scale

FACTORS	Factor Loading	% Variance Explained	Cronbach Alpha	Mean
Factor1: Absortion		**46,532**	**0,895**	**3,92**
16. I am immersed in my work.	0,842			4,05
14. I get carried away when I am working.	0,815			4,24
12. When I am working, I forget everything else around me.	0,781			3,85
13. Time flies when I am working..	0,781			4,33
15. It is difficult to detach myself from my job.	0,745			3,65
4. I can continue working for very long periods at a time.	0,557			3,63
17. I feel happy when I am working intensely.	0,552			3,76

Factor2: Dedication		**10,910**	**0,880**	**4,01**
8. My job inspires me.	0,826			3,80
7. To me, my job is challenging.	0,794			4,12
9. I am enthusiastic about my job.	0,776			4,08
10. I am proud on the work that I do.	0,741			4,50
11. I find the work that I do full of meaning and purpose.	0,735			4,55
1. When I get up in the morning, I feel like going to work.	0,517			3,01
Factor3: Vigor		**7,884**	**0,751**	**4,12**
5. At my job, I am very resilient, mentally.	0,814			3,87
3. At my work I always persevere, even when things do not go well.	0,722			4,21
6. At my job I feel strong and vigorous.	0,609			4,30
KMO = 0,918 **Chi-Square Bartlett's Test = 2507,735** **sd = 120** **p = 0,000**		**65,326**	**0,920**	**63,94**

As for self-efficacy scale, as we have obtained KMO value as 0,919 which is substantially high and implies that we can rely on the factor analysis results with this scale, details of which have been given in the table Table 6 below.

Table 6. : Factor Analysis Results of Self-Efficacy Scale

FACTOR	Factor Loading	% Variance Explained	Cronbach Alpha	Mean
SELF-EFFICACY		**62,943**	**0,934**	**4,52**
1. I am confident that I could deal efficiently with unexpected my goals.	0,767			4,46
2.I know how to handle unforeseen situations.	0,728			4,40
3. If someone opposes me, I can find means and ways to get what I want.	0,709			4,43
4. No matter what comes my way, I'm usually able to handle it.	0,793			4,47
5.I can always manage to solve difficult problems if I try hard enough.	0,803			4,70
6.It is easy for me to stick to my aims and accomplish my goals.	0,802			4,63
7. When I am confronted with a problem, I can usually find several solutions.	0,821			4,62
8. I can remain calm when facing difficulties because I can rely on my coping abilities.	0,836			4,48
9. If I am in a bind, I can usually think of something to do.	0,855			4,61
10. I have a solution for any dormant problem.	0,807			4,43
KMO = 0,919 **Chi-Square Bartlett's Test = 1868,773** **sd = 45** **p = 0,000**		**62,943**		

As we have conducted factor analysis for self-efficacy variable, we have seen no reason in the results to omit any item of the scale, namely all of the factor loadings have been obtained greater than 0,5 in value and the scale has only one eigenvalue greater than 1.00. Thus, we can say that the self-efficacy scale is unidimensional. The mentioned dimension has high internal consistency with the Cronbach's alpha value of 0,934 as well as high percentage variance explained value of 62,943%.

As to resilience scale, as we have obtained KMO value as 0,859 which is respectively high and implies that we can rely on the factor analysis results with this scale details of which have been given in the table Table 7 below.

Table 7. : Factor Analysis Results of Resilience Scale

FACTOR	Factor Loading	% Variance Explained	Cronbach Alpha	Mean
RESILIENCE		**68,747**	**0,886**	**4,47**
2. I usually manage difficulties one way or another at work.	0,806			4,51
3. I can be "on my own", so to speak, at work if I have to.	0,817			4,60
4. I usually take stressful things at work in stride.	0,862			4,34
5. I can get through difficult times at work because I've experienced difficulty before.	0,850			4,46
6. I feel I can handle many things at a time at this job.	0,810			4,48
KMO = 0,859 **Chi-Square Bartlett's Test = 697,615** **sd = 10** **p = 0,000**		**68,747**		

As we have conducted factor analysis for self-efficacy variable, first item of the scale has been omitted since it had the factor loading value as 0,172 which is smaller than the expected least limit 0,50 for an item to be effective enough to be counted upon. Afterwards, factor analysis on the particular variable was conducted again. Finally, a unidimensional scale containing 5 items has been obtained. As we have conducted reliability analysis, the internal consistency of the scale appeared to be as 0,886. For more detailed information, the reader can see the Table 7 above.

For the third independent variable of the study, task significance scale has high internal consistency of 0,826 as well as high percentage variance explained of 65,763% as shown below.

Table 8. : Factor Analysis Results of Task Significance Scale

FACTOR	Factor Loading	% Variance Explained	Cronbach Alpha	Mean
TASK SIGNIFICANCE		**65,763**	**0,826**	**4,29**
1. I can contribute value to my organization and other workers doing my job.	0,782			4,53
2. The job I do has important effects on my environment and my family.	0,808			4,25
3. The job itself is very significant and important to the society	0,849			4,27
4. The work performed on the job has a significant impact on people outside the organization.	0,802			4,13
KMO = 0,789 **Chi-Square Bartlett's Test = 376,331** **sd = 6** **p = 0,000**		**65,763**		

As we have conducted factor analysis for task significance variable, we have seen no reason in the results to omit any item of the scale, namely all of the factor loadings have been obtained greater than 0,5 in value and the scale has only one eigenvalue greater than 1.00. Thus, we can say that the task significance scale is unidimensional containing 4-items in total as before. The mentioned dimension has high internal consistency with the Cronbach's alpha value of 0,826 as well as high percentage variance explained value of 65,763%. For more detailed information, we have formed the Table 8 above.

Two factors came out at the end of the factor analysis of person-job fit as we expected while the results KMO yielded a value of ,863 and the Bartlett's test of sphericity yielded a significant result with a p value as 0,000. Thus, it was concluded that the data is appropriate for the factor analysis to be performed for this scale. None of the items of the scale was omitted and all of them were entered into factor analysis and it was found that the variable consisted of two dimensions; namely fit and misfit. The 9 items loaded under 2 factors which explained 63,504 % of the total variance.

Reliability analyses for each dimension of person-job fit were performed. All of the factors showed high internal consistencies, which were; 0,847 for fit and 0,801 for misfit. The percentage variance explained values are 49,605 for fit, 13,889 for misfit dimension. It is also seen that the higher the means, the higher the perception of misfit. A more detailed tabulation of the mentioned variable's factor analysis is shown in Table 9 below.

Table 9. : Factor Analysis Results of Person-Job Fit Scale

PERSON-JOB FIT	Factor Loading	% Variance Explained	Cronbach Alpha	Mean
Factor 1: FIT		**49,605**	**0,847**	**3,83**
3. This job is appropriate for me in every sense.	0,701			3,64
5. I think all my goals and need are fulfilled in this job.	0,698			3,57
6. My job motivates me.	0,804			3,74
7. I think my skills, abilities and capacity is convenient with my job.	0,740			4,18
9. I can use my skills, abilities and capacities in my job.	0,816			4,05
Factor 1: MISFIT		**13,899**	**0,801**	**3,86**
1. This job doesn't have anything to do with my skills and abilities.(R)	0,811			4,10
2. This job is not the job I want to do in reality.(R)	0,847			3,88
4. I think the job I perform is not the right job.(R)	0,682			4,17
8. Another job would be more appropriate for me.(R)	0,653			4,30
KMO = 0,863 **Chi-Square Bartlett's Test = 1071,504** **sd = 36** **p = 0,000**		**63,504**	**0,868**	**34,66**

Person-Job Fit has been divided into two factors as a result of the factor analysis. Since the percentage of variance explained by the first dimension is 49,605%

and highly greater than 30.0 %. Thus, we have named the total variable of 9-items as person-job fit to represent the mentioned variable.

As for trust in supervisor scale, as we have obtained KMO value as 0,941 which is substantially high and implies that we can count on the factor analysis results with this scale details of which have been given in the table Table 10 below:

Table 10. : Factor Analysis Results of Trust in Supervisor Scale

FACTOR	Factor Loading	% Variance Explained	Cronbach Alpha	Mean
TRUST IN SUPERVISOR		**71,557**	**0,955**	**3,96**
My Supervisor…				
1. …supports employees.	0,885			3,93
2. …is honest and fair.	0,881			3,86
3. …is such a team leader.	0,875			3,58
4. …creates a positive work environment.	0,903			3,72
5. …is self-confident.	0,689			4,40
6. …doesn't create tension.	0,786			3,67
7. …shares her/his knowledge.	0,841			4,19
8. …has a trustworthy approach.	0,923			3,87
9. …is competent at her/his work.	0,766			4,32
10. …empowers her subordinates.	0,882			4,09
KMO = 0,941 **Chi-Square Bartlett's Test = 2576,785** **sd = 45** **p = 0,000**		**71,557**		

As we have conducted factor analysis for trust in supervisor variable, we have seen no reason in the results to remove any item of the scale, namely all of the factor loadings have been obtained greater than 0,5 in value and the scale has only

one eigenvalue greater than 1.00. Thus, we can say that the trust in supervisor scale is unidimensional as well. The mentioned dimension has high internal consistency with the Cronbach's alpha value of 0,955 as well as high percentage variance explained value of 71,557%.

Below in the Table 11, we have presented the number of items for dimension according to the factor analysis results, mean, standard deviation and Cronbach's alpha values.

Table 11. : Means and Reliabilities of the Variables Examined in the Study

VARIABLES	Number of Items	Mean (M)	Cronbach Alpha (α)
Work Engagement	16	3,99	0,920
Absorption	7	3,92	0,895
Dedication	6	4,01	0,880
Vigor	3	4,12	0,751
Self-Efficacy	10	4,52	0,934
Resilience	5	4,47	0,886
Task Significance	4	4,29	0,826
Person-Job Fit	9	3,85	0,868
Fit	5	3,83	0,847
Misfit	4	3,86	0,801
Trust in Supervisor	10	3,96	0,955

As we observe the table above, highest level of mean belongs to the self-efficacy variable which is followed by resilience and task significance, which reflects that participants of the study have relatively higher self-efficacy, resilience and task

significance compared to their work engagement. The lowest level of means belong to the two dimensions of person-job fit variable. That is to say, participants think that they are only slightly fit to their work or occupation. Other descriptive results related to the variables will be presented in the following section.

After the application of factor analyses, the dimensions of the research variables are determined and the model of the research revised accordingly. As it is seen from Figure 7, factor analysis results of work engagement revealed that this variable consists of three dimensions; absorption, dedication and vigor.

The factor analysis results also showed that, all of independent variables of the study; self-efficacy, resilience, task significance, and trust in supervisor are represented by one single dimension at each with the exception that person-job fit has been divided into two factors. One is named as "fit" and the other as "misfit". Since the percentage variance explained of the first dimension of person-job fit is greater than 30%; namely it is 49,605%, it is to represent the whole variable all by itself. Hence, we consider the person-job fit variable as having one dimension constituted by 9-items scale, which is the "fit" factor.

After having conducted all of the factor analysis and forming means table, we propose the hypotheses of the study below.

3. The Hypotheses Tests

3.1. Correlation Analysis among the Research Variables

A correlation matrix showing inter-correlations between all the study variables was computed. The correlation coefficient reflects the degree of association between two variables (Zikmund, 2003; Saunders et al., 2009). The correlation coefficient, "r" ranges from +1 to -1 (Saunders et al., 2009). This statistical measure enables a researcher to determine both the magnitude and direction of the relationship. The magnitude of the relationship can be ascertained by the value of the correlation coefficient. Closer is its value to +/- 1, stronger will be the relationship.

The direction of the relationship, on the other hand can be gauged from the sign of the correlation coefficient.

Correlation analysis serves two purposes. First, it provides initial evidence whether or not the hypothesized relationships are significant and in the expected direction. Second, this analysis can be useful to detect the problem of multicollinearity. According to Ashford and Tsui (1991), correlations above 0.75 indicate that multicollinearity is a serious problem in the data. On the other hand Saunders et al. (2009) specify a slightly more lenient criterion and suggest that a correlation of above 0.90 indicates substantial collinearity. We have evaluated the correlation findings of the study in accordance with the suggestion shown in Table 12 below.

Table 12. : Pearson Correlation Coefficient Interpretation

Pearson Correlation Coefficient (r)	Correlation Interpretation
0,00 – 0,25	Very weak correlation
0,26 – 0,49	Weak correlation
0,50 – 0,69	Moderate correlation
0,70 – 0,89	Strong correlation
0,90 – 1,00	Very strong correlation

Source: Van Aswegen, A. S., & Engelbrecht, A. S. (2009). The relationship betweentransformational leadership, integrity, and an ethical climate in organizations.South African Journal of Human Resource Management, 7(1), 221-229.

Correlations related to all factors of the independent and dependent variables of the study, including sample size, are depicted in Table 13.

Table 13. : Correlation Analysis of All Dimensions of the Study

VARIABLEs	1-WE	2-A	3-D	4-V	5-SE	6-R	7-TS	8-PJF	9-TiS
1. Work Engagement	1								
2. Absorption	,892**	1							
3. Dedication	,730**	,535**	1						
4. Vigor	,865**	,585**	,556**	1					
5. Self-Efficacy	,551**	,430**	,577**	,470**	1				
6. Resilience	,537**	,420**	,604**	,438**	,738**	1			
7. Task Significance	,591**	,473**	,414**	,582**	,502**	,513**	1		
8. Person-Job Fit	,431**	,241**	,277**	,558**	,213**	,292**	,502**	1	
9.Trust in Supervisor	,336**	,223**	,245**	,381**	,130**	,174**	,265**	,241**	1

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

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

All significant correlation coefficients imply low to high level relationships between the study variables, ranging from .130 ($p<.05$) to .738 ($p<.01$)., and they were all in the anticipated direction (Table 15). Even though there were a few high level relationships between certain study variables, none of these relationships exceeded the value of .75, thus there was not a multi-collinearity problem regarding the variables. We tolerate the highest value of correlation (.738) which is close to the limit.

Before moving onto the testing the hypotheses, we have conducted correlation analysis and have obtained results as shown above in the Table 13. As we look at the first hypothesis, "self-efficacy" has significant positive relationship with work engagement ($r = 0,551$; $p < 0,01$) and its sub-dimensions; absorption ($r = 0,430$; $p < 0,01$), dedication ($r = 0,577$; $p < 0,01$) and vigor ($r = 0,470$; $p < 0,01$) with a significance p value of lower than 0,01. When it comes to the second hypothesis, "resilience" has also significant positive relationship with work engagement ($r = 0,537$; $p < 0,01$) and its sub-dimensions; absorption ($r = 0,420$; $p < 0,01$), dedication

(r = 0,604; p < 0,01) and vigor (r = 0,438; p < 0,01) with a significance p value of lower than 0,01. As to the third hypothesis, "task significance" has significant positive relationship with work engagement (r = 0,591; p < 0,01) and its sub-dimensions; absorption (r = 0,473; p < 0,01), dedication (r = 0,414; p < 0,01) and vigor (r = 0,582; p < 0,01) with a significance p value of lower than 0,01 as well. As for the fourth hypothesis, "person-job fit" has significant positive relationship with work engagement (r = 0,431; p < 0,01) and its sub-dimensions; absorption (r = 0,241; p < 0,01), dedication (r = 0,277; p < 0,01) and vigor (r = 0,558; p < 0,01) with a significance p value of lower than 0,01. Finally, the fifth hypothesis, "trust in supervisor" fit has significant positive relationship with work engagement (r = 0,336; p < 0,01) and its sub-dimensions; absorption (r = 0,223; p < 0,01), dedication (r = 0,245; p < 0,01) and vigor (r = 0,381; p < 0,01) with a significance p value of lower than 0,01 as well.

In addition to all of the findings, if we observe the correlation values between the independent variables, we see that they have positive significant relationship with one another.

3.2. The Regression Analysis

In this section, we will provide the hypothesis test for each independent variable (self-efficacy, resilience, task significance, person-job fit, trust in supervisor) on the dependent variable of the study (work engagement). Subsequently, we will share the multiple regression results for all of the independent variables on work engagement variable as a whole.

Firstly a simple regression analysis is done in order to investigate the relationship between each independent variable and work engagement. Afterwards, a multiple regression analysis was conducted to examine the entire contribution of the independent variables on work engagement. In line with this, we will also see the entire contribution of the independent variables on the three dimensions of the dependent variable of the study; absorption, dedication and vigor.

Table 14. : Simple Regression Analysis Results on Work Engagement

Independent Variable	**Dependent Variable:** Work Engagement – Total		
Self-Efficacy	**Beta (β)** 0,551	**t value** 10,721	**p value** 0,000
R = 0,551	$R^2 = ,304$	F = 114,936	p = 0,000
Independent Variable Resilience	**Beta (β)** 0,537	**t value** 10,334	**p value** 0,000
R = 0,537	$R^2 = ,289$	F = 106,785	p = 0,000
Independent Variable Task Significance	**Beta (β)** 0,591	**t value** 11,877	**p value** 0,000
R = 0,591	$R^2 = ,349$	F = 141,056	p = 0,000
Independent Variable Person-Job Fit	**Beta (β)** 0,431	**t value** 7,748	**p value** 0,000
R = 0,431	$R^2 = ,186$	F = 60,027	p = 0,000
Independent Variable Trust in Supervisor	**Beta (β)** 0,336	**t value** 5,786	**p value** 0,000
R = 0,336	$R^2 = ,113$	F = 33,476	p = 0,000

Before we interpret the results, first of all we observe that all the p values are found to be lower than 0,05 which shows that each independent variable has a significant contribution to work engagement.

Simple regression analysis was conducted to examine the contribution of self-efficacy to work engagement. The results showed that self-efficacy has positive impact on work engagement representing a moderate regression (β = 0,551; p = 0,000) and that self-efficacy explains 30,4% ($R^2 = ,304$) of the variance in work engagement.

Simple regression analysis was conducted to examine the contribution of resilience to work engagement. The results showed that resilience has positive impact

on work engagement at moderate level (β = 0,537; p = 0,000) and that resilience explains 28,9% ($R^2 = ,289$)of the variance in work engagement.

Simple regression analysis was conducted to examine the contribution of task significance to work engagement. The results showed that task significance has positive impact on work engagement representing a moderate regression (β = 0,591; p = 0,000) and that task significance explains 34,9% ($R^2 = ,349$)of the variance in work engagement.

Simple regression analysis was conducted to examine the contribution of person-job fit to work engagement. The results showed that person-job fit has positive impact on work engagement at a weak level of regression (β = 0,431; p = 0,000) and that person-job fit explains 18,6% ($R^2 = ,186$) of the variance in work engagement.

Simple regression analysis was conducted to examine the contribution of trust in supervisor to work engagement. The results showed that trust in supervisor has positive impact on work engagement representing a weak level of regression (β = 0,336; p = 0,000) and that trust in supervisor explains 11,3% ($R^2 = ,113$) of the variance in work engagement.

Hypothesis 1; perceived self-efficacy positively contributes to work engagement of the employees, has been supported.

Hypothesis 2; perceived resilience positively contributes to work engagement of the employees, has been supported.

Hypothesis 3; perceived task significance positively contributes to work engagement of the employees, has been supported.

Hypothesis 4; perceived person-job fit positively contributes to work engagement of the employees, has been supported.

Hypothesis 5; perceived trust in supervisor positively contributes to work engagement of the employees, has been supported.

In the Table 15 below, the hypotheses tests results are seen.

Table 15. : The Results of Hypothesis Tests

HYPOTHESIS	FINDINGS
H1: Perceived self-efficacy positively contributes to work engagement of the employees.	Supported
H2: Perceived resilience positively contributes to work engagement of the employees.	Supported
H3: Perceived task significance positively contributes to work engagement of the employees.	Supported
H4: Perceived person-job fit positively contributes to work engagement of the employees.	Supported
H5: Perceived trust in supervisor positively contributes to work engagement of the employees.	Supported

Table 16. : First Step Multiple Regression Analysis For All of the Independent Variables on Work Engagement

Dependent Variable:	Work Engagement - Total		
	Beta (β)	**t value**	**p value**
All Independent Variables	0,707		0,000
Self-Efficacy	0,285	4,001	0,000
Resilience	0,123	1,867	0,063
Task Significance	0,232	4,481	0,000
Person-Job Fit	0,118	3,175	0,002
Trust In Supervisor	0,139	3,686	0,000
R = 0,707	R^2 = ,500	F = 51,720	p = 0,000

As we have obtained the results of the first applying the multiple regression analysis (Table 16), we have seen that since its p value is not less than 0,05, "resilience" variable does not contribute significantly to the dependent variable, work engagement as shown above. Thus, we have omitted the mentioned variable from the analysis before we apply the multiple regression analysis again. The results of the second and final multiple regression analysis is in the Table 17 below:

Table 17. : Ultimate Multiple Regression Analysis Results For All of the Independent Variables on Work Engagement

Dependent Variable:	Work Engagement - Total		
	Beta (β)	**t value**	**p value**
Independent Variables Alltogether	0,702		0,000
Self-Efficacy	0,350	6,850	0,000
Task Significance	0,282	4,826	0,000
Person-Job Fit	0,173	3,360	0,001
Trust In Supervisor	0,174	3,765	0,000
R = 0,702	R^2 = ,493	F = 63,174	p = 0,000

We have also examined whether such hypothesis as all of the independent variables together have a positive relationship with work engagement and explains considerable amount of the dependent variable of the current study, work engagement. So as to test such claim, we have conducted multiple regression analysis and obtained a statistically significant positive relationship between all the independent variables except resilience and work engagement (β = 0,702). Furthermore, the percentage that these independent variables explain the variance of work engagement is 49,3%

($R^2 = ,493;\ F = 63,174; p = 0,000$) which is a considerable amount to predict the dependent variable based on these independent variables.

3.3. Comparative Tests Related with the Demographics

To examine the possible significant differences between gender groups and the employees working in multinational organizations and local organizations in terms of the variables of the study, independent samples t-tests were conducted in terms of work engagement.

Table 18. Independent Samples T-Test Results: Differences for Gender in terms of Work Engagement

					Levene's Test for Equality of Variances	
Work Engagement		**N**	**Mean**	**Standard Deviation**	**F**	**p**
	Female	131	3,9895	,91282	,817	,367
	Male	134	4,0023	,84266		

Table 18 shows that, when the grouping variable is gender which was measured on a nominal scale and the dependent variable is work engagement which was measured with an interval scale, there was not a significant difference , since the p value of 0,367 in the Levene's test for equality of variances tells us that the results of the t-test analysis between female and male employees in terms of work engagement variable is not significant. In other words, there is no difference between the groups of gender in terms of work engagement.

Table 19.: Independent Samples T-Test Results: Differences Between Employees Working in Local Organizations and Multinational Organizations in terms of Work Engagement

		N	Mean	Standard Deviation	Levene's Test for Equality of Variances	
					F	p
Work Engagement	**Working in Local**	182	4,0062	,88459	,443	,506
	Working in Multinational	83	3,9736	,86306		

Table 19 shows that, when the grouping variable is organization type which was measured on a nominal scale and the dependent variable is work engagement which was measured with an interval scale, there was not a significant difference , since the p value of 0,506 in the Levene's test for equality of variances tells us that the results of the t-test analysis between employees working in local and multinational organizations in terms of work engagement variable is not significant. In other words, there is no difference between the groups of organization type in terms of work engagement. In order to see whether there is a statistically significant difference between the position levels of the individual in terms of work engagement, we have conducted ANOVA analysis whose results are shown in the table below.

Table 20. : One-way ANOVA Results For Position Level in terms of Work Engagement

		N	Mean	Standard Deviation	ANOVA	
					F	p
Work Engagement	**First Line**	65	3,7529	,96068	5,406	,005
	Middle Level	176	4,0302	,83233		
	Upper Level	24	4,4036	,79228		
Sheffe Test Results			**Mean Difference**	**Standard Error**	**p value**	
First Line	Upper Level		,65076*	,20592	,007	

After we have conducted one-way ANOVA test, we firstly checked the p significance value in the test of homogeneity of variances table given by SPSS where the p value was found 0,212 which is greater than 0,05. Thus, we can move on to the ANOVA table in order to interpret the results where we have obtained another p value of 0,05 which tells us there are significantly different groups from one another among these three (F= 5,406; p= 0,05<0,50). Hence, we move on to the Tukey and Sheffe tables where we see that there are only one significant difference among the position levels; the mean of first line and the mean of the upper level are significantly different from one another ($\text{Mean}_{\text{Upper Level}} = 3{,}7529 > \text{Mean}_{\text{First Line}} = 4{,}4036$; $p = 0{,}007 < 0{,}05$). In other words, the difference for employees working at upper level positions and working at first line in terms of work engagement is statistically significant. The mean of upper level is significantly greater than the mean of first line.

3.4. The Evaluation of the Findings

After conducting the descriptive statistics, we observe from the results that the majority of the participants are at the age interval of 25-29, and the minority 40 and over. Additionally, the majority of participant have marked bachelor degree as the last

diploma they have earned. Also, the majority of the participants have organization experience between one and five, while working at middle level positions. Finally, the majority of the participant are working in local companies and the departments of human resources as well as other departments.

As we have conducted simple regression analysis to measure the level of individual impact of each independent variable on the dependent variable, work engagement. The results showed that each and every independent variable has positive impact on work engagement; self-efficacy (β = 0,551; R^2 = ,304; p = 0,000), resilience (β = 0,537; R^2 = ,289; p = 0,000), task significance (β = 0,591; R^2 = ,349; p = 0,000), person-job fit (β = 0,470; R^2 = ,221; p = 0,000), trust in supervisor (β = 0,336; R^2 = ,113; p = 0,000).

With the purpose of testing the hypotheses, we have conducted correlation analysis and have obtained results as shown above in the Table 15. As we look at the correlation analysis findings for each independent variable with work engagement variable, it is seen that each independent variable has strongly significant positive relationship with work engagement; self-efficacy (r = 0,551; p < 0,01), resilience (r = 0,537; p < 0,01), task significance (r = 0,591; p < 0,01), person-job fit (r = 0,431; p < 0,01) and finally trust in supervisor (r = 0,336; p < 0,01) with a significance p value of lower than 0,01.

We have conducted multiple regression analysis and obtained a statistically significant positive relationship between all the independent variables except resilience and work engagement (β = 0,702). Furthermore, the percentage that these independent variables explain the variance of work engagement is 49,3% (R^2 = ,493; F = 63,174; p = 0,000) which is a considerable amount to predict the dependent variable with these independent variables.

Afterwards, we have conducted separate t-tests for gender and organization type variables in terms of work engagement and have found significance neither between the groups of gender nor between the groups of organization type. In other words, the mean values of the groups of gender were not significantly different from each

other, as the mean values of the groups of organization type were not significantly different from one another.

Finally, we have conducted one-way ANOVA test, we firstly checked the p significance value in the test of homogeneity of variances table given by SPSS where the p value was found 0,212 which is greater than 0,05. Thus, we can move on to the ANOVA table in order to interpret the results where we have obtained another p value of 0,05 which tells us there are significantly different groups from one another among these three (F= 5,406; p= 0,05<0,50). Hence, we move on to the Tukey and Sheffe tables where we see that there are only one significant difference among the position levels; the mean of first line and the mean of the upper level are significantly different from one another ($\text{Mean}_{\text{Upper Level}} = 3{,}7529 > \text{Mean}_{\text{First Line}} = 4{,}4036;\ p = 0{,}007 < 0{,}05$).

VI. CONCLUSION and DISCUSSION

In this study, the contribution of self-efficacy, resilience, task significance, person-job fit and trust in supervisor to work engagement was examined. The following sections include the interpretation and the evaluation of the research findings along with an approach of comparing and contrasting the results of the current study with the results of the previous studies.

The sample of the research was chosen as full and part-time employees from different sectors continuing their master education in Istanbul and Marmara Universities and 265 people were participated in the study. The data collected from 265 employees were analyzed through SPSS 20.0 and the results are summarized below with some comparisons between the previous studies in the literature. The statistical analysis of the main data was started with the factor analysis and reliability analysis, in order to point out the applicability of the scales used for the research. The factor analysis results revealed that, work engagement variable consisted of three and person-job fit is composed of two dimensions while other variables of the study appeared to be formed by single dimension. Work engagement dimensions

are found to be absorption, dedication and vigor as many researchers termed them previously (Schaufeli and Bakker, 2003; Dalay, 2007; Atilla Bal, 2008; Arabacı, 2012; Koçak, 2013). In the factor analysis, one item of the scale was extracted because of having close factor loading values in two different dimensions and the factor analysis has been conducted again. The results revealed that the items constituting three dimensions (absorption, dedication and vigor) explained 65,326% of the total variance in work engagement. The reliability of the scale for the dimensions were 0,895 for absorption; 0,880 for dedication and 0,751 for vigor. The cronbach's alpha values for all the three dimensions were found to be over 0,80 in previous research (Erim et al. 2009; Arabacı, 2012).

After having conducted factor analysis on each independent variable as well, we have termed the person-job fit variable, which has been divided into two sub-dimensions, as fit and misfit respectively. Uçanok (2008) has also termed the same sub-dimensions as "fit" and "misfit" in previous research. Since the first dimension of the person-job fit, "fit" explains a considerable amount of the variance in person-job fit variable with a percentage of 49,605, we have taken into consideration only this particular dimension in further analysis to represent the whole variable, person-job fit.

Before regression analysis, correlation analysis was carried out with all the dimensions of the research variables, in order to test whether there was multicollinearity problem for the study or not. The findings revealed that self-efficacy was correlated to work engagement dimensions at the moderate level, supporting the findings of Atilla Bal (2008), Chaudhary (2012), Pati and Kumar (2010) and Collins (2009) who denoted the relationship between perceived self-efficacy and work engagement of the employees. Note that, there was no multicollinearity problem. After having seen this positive result, subsequently the regression analyses were applied.

Supporting the findings of Chaudhary (2011) and Bae (2009), Peterson (2002) while testing the first hypothesis of the research, it was investigated that the level of self-efficacy had a positive contribution to work engagement. To test this relationship, firstly simple regression analysis was conducted with the total self-

efficacy and total work engagement which suggested a statistically significant positive contribution, in accordance with the previous studies. The contribution of self-efficacy as a personal resource as a predictor of work engagement using a sample comprising 274 teachers was also examined by Prieto (2009). The results in many previous studies revealed that self-efficacy significantly predicted work engagement measuring via the UWES (Schaufeli and Bakker, 2003; Dalay, 2007; Atilla Bal, 2008; Arabacı, 2012; Koçak, 2013).

As for the other independent variables, we have also applied simple regression analysis for each and obtained results as in previous studies. Resilience was found to have positive weak level of correlation with two dimensions of work engagement, absorption and vigor. When it comes to dedication dimension, the correlation between resilience and dedication was moderate in the current study supporting the previous findings by Koçak (2013), Herbert (2011) and Othman et al. (2013). Task Significance was also found to be weakly correlated with absorption and dedication while having a moderate relationship with vigor dimension of work engagement. Koçak's (2013) findings are in line with the results of the current study. The contribution of task significance was also supported by Shantz et al. (2013). Person-job fit variable was found to have positive have weak regression with absorption and dedication while having moderate correlation with vigor supporting the findings by Schönherr (2011) and Shuck (2011). Finally for trust in supervisor had also positive significant contribution to dimensions of work engagement supporting the findings by Arabacı (2012) and Bartelme (2012).

If managers and organizations want to increase the competitive advantage and augment their sales margins, they need to consider individual and contextual factors while attempting to increase the engagement level of their employees. Recruiting employees for the right job (person-job fit) with high self-efficacy and high resilience (psychological capital) are essential determinants in today's challenging and ever-changing environment as well as acting for their advantage as well as giving them the chance to build trust with their supervisors.

As Collins (2001) says, if organizations recruit the right people for the right job, the only thing they would need is to do their best in order not to demotivate the right people. Thereby, individuals with high self-efficacy and resilience are more likely to persevere in the face of adversity and the contextual factors that facilitate their ability to persevere along the way would be their fitness level to the job, their perception of task significance as well as their emotional and trust-based attitudes towards their supervisors.

As to the t-test results which showed that there is not a significant difference between groups of local organizations and multinational organizations, it might be because participants of the study have the same cultural assumptions and behavioral habits, even if they are working in different sort of organizations, local and multinational. If such analysis was conducted in different cultures encompassing different countries, the difference between local organizations and multinational organizations could be significant.

The results indicate that individuals with high self-efficacy who believes and thinks that they can achieve whatever kind of task they are given would engage in their work as those who have a high level of perceived resilience would persevere when faced with adversity. In line with this, people who are properly selected to their jobs or given appropriate work in accordance with their skills and abilities would have high level of work engagement ultimately as their self-efficacy and resilience capabilities would be higher in advance due to having be recruited for the right job. In addition to these, individuals who perceive that the job they perform is meaningful and influences society positively and significant for the people around in a considerable manner would expectedly have high engagement levels in their work.

One more predisposing determinant of work engagement considered in this study is trust in supervisor. That is, if employees do not trust in their supervisor, they might not have the enthusiasm, energy, commitment to accomplish the given tasks, the urge to get to work, the self-loss while working to the extent that they feel time passing away. That is to say, individuals who have the level of engagement at high and thinks that his/her manager would be acting for his benefit in any case are supposed to have a high levels of engagement in their work.

When we look at the comparative test results, there has been no significant difference between groups of gender in terms work engagement as well as between the groups of local and multinational organizations in terms of work engagement. This might be because the sample having the same cultural assumptions, behavioral habits, and even perception of work in general. Since the study has been conducted in the same culture, the results revealed no difference among employees working in local and multinational organizations in terms of work engagement.

Considering the results of ANOVA, the significant difference found between the groups of employees working at first line and upper line might be because employees who have dedicated years for a particular job or for a particular organization tend to feel more attached to their work or organization which leads to higher levels of self-identification with their particular job or organization. That is, they might tend to contribute more to the organization while increasing their self-esteem because of giving back to a certain agent after having taken. From such perspective, even their perception of task significance might increase in comparison with the individuals who are yet at first level and have no such history with their particular work or organization. Emotional attachment built through years in the perceptions of the upper level employees has a likelihood to increase their engagement at work, that is, upper level employees would have higher levels of engagement compared to the first line employees.

As the results of the study indicate; self-efficacy, resilience, task significance, person-job fit and trust in supervisor variables have positive significant relationship with work engagement variable at each. Other important finding of the research is that, when all of the independent variables except resilience are taken into account, they have also positive significant contribution to work engagement. More engaged employees with high perceived self-efficacy, task resilience, person-job fit and trust in supervisor provide their organizations a competitive advantage in this rapidly changing, challenging business world in many ways. People who are engaged in their jobs tend to work harder and be more productive than other employees. These employees are also more likely to meet the needs of their customers and to improve

customer loyalty which in return increases sales and profits. In sum, the top management of the organizations should recognize the importance of work engagement and should take some actions to increase the antecedents especially like perceived self-efficacy, resilience, task significance, person-job fit and ultimately trust in supervisor by selecting the right people for the right job. Organizations which manage to increase and keep these variables at high level will have more engaged and committed employees while meeting financial and other critical business goals in the long run.

VII. SUGGESTIONS FOR FURTHER RESEARCH

In order to make a better explanation of the relationship between the research variables, a broader geographic region can be chosen with a higher number of participants as the sample group. This would enable the research findings to be more valid and accredited. Moreover, to increase the credibility of the study, like the scale used measuring trust in supervisor in this research which provides a well-advised design of measurement of trust in supervisor; also for the other variables, the new scales developed for Turkish culture should be used. In order to make a different approach in terms of forming the study model, self-efficacy, person-job fit as well as personality variables might be considered as moderator in future studies.

In the current study, we have used single-sourcing technique, which in other words is also named as self-report measurement. Researchers may also apply supervisor report, in other words multiple-sourcing technique, which is additional questionnaire to be applied on supervisors about their subordinates concerning the variables; work engagement, person-job fit and resilience. In this way, in addition to the perceptions of the relatively lower level employees, also the opinions of their supervisors and managers can be acquainted.

VIII. LIMITATIONS OF THE STUDY

First limitation of this study is its generalizability, due to the geographic boundaries of the data collected for the study. The inferences drawn from such a

sample in Istanbul city may not be fully generalizable to whole country or the employees from other countries in different cultures.

Another limitation is about the content of the measurement items. The trust in supervisor scale was developed for Turkish culture by Turkish academicians; but work engagement and other scales were developed by scholars from other cultures. Thus, they may not be as suitable as the trust in supervisor scale for the sample of the research.

The sample of the current study is composed of 265 participants. However, for future studies, researchers can try to reach a larger sample size so as to make the data even more reliable. They can also add multinational participants applying the questionnaires in an international scope to their studies in order to generalize the future results.

Since self-report technique was used in this study, there can be a common method bias. Due to the common method bias, the results cannot be interpreted within a causal relationship context. This can also be regarded as one of the limitations of the study.

Finally, because of the research domain concerning work engagement, this study did not address other institutional variables, such as organization ownership, workplace cultures, working hours, organizational sizes, organizational structure and profitability.

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Appendix: The Questionnaire Form

Sayın Katılımcı,

Bu anket, Marmara Üniversitesi İngilizce İşletme Bölümü – Örgütsel Davranış Bilim Dalı'nda yazılmakta olan bir yüksek lisans tezi için akademik amaçlı olarak hazırlanmıştır. Anketi doldururken isminizi ve çalıştığınız kurumun ismini yazmanız istenmemektedir. Soruları içtenlikle ve eksiksiz olarak cevaplamanızı rica eder, değerli katkılarınızdan dolayı teşekkür ederiz.

Aşağıdaki ifadeleri dikkatlice okuyup her birini kendiniz için değerlendirerek "Kesinlikle Katılmıyorum" ile "Kesinlikle Katılıyorum" arasında değişen seçeneklerden sadece birini seçiniz. (**1: Hiç Katılmıyorum ; 2: Çok Az Katılıyorum; 3: Az katılıyorum; 4: Oldukça Katılıyorum; 5: Çoğunlukla Katılıyorum; 6: Tamamen Katılıyorum**)

	Hiç Katılmıyorum	Çok Az Katılıyorum	Az Katılıyorum	Oldukça Katılıyorum	Çoğunlukla Katılıyorum	Tamamen Katılıyorum
1. Her sabah uyandığım zaman işe gitmek için can atarım.	1	2	3	4	5	6
2. İşimi yaparken enerji dolu olurum.	1	2	3	4	5	6
3. Her şey yolunda gitmese bile işimde daima sabrederim.	1	2	3	4	5	6
4. Çok uzun saatler çalışabilirim.	1	2	3	4	5	6
5. İşimde hoş olmayan bir durumla karşılaşsam bile zihnimi çabucak toplayıp işime devam ederim.	1	2	3	4	5	6
6. İşimde kendimi güçlü ve dinç hissederim.	1	2	3	4	5	6
7. İşim yeteneklerimi sınamama olanak verir.	1	2	3	4	5	6
8. İşim bana ilham verir.	1	2	3	4	5	6
9. İşimi yapmak için çok hevesliyim.	1	2	3	4	5	6
10. Yaptığım işle gurur duyarım.	1	2	3	4	5	6
11. Yaptığım işin anlamlı olduğunu ve bir amaca hizmet ettiğini düşünüyorum.	1	2	3	4	5	6
12. Çalıştığım zaman çevremdeki her şeyi unutuveririm.	1	2	3	4	5	6
13. Çalışırken zamanın nasıl geçtiğini anlamam.	1	2	3	4	5	6
14. Çalıştığım zaman yaptığım işe kapılıp giderim.	1	2	3	4	5	6
15. İşimden kopmakta zorlanırım.	1	2	3	4	5	6
16. Çalışırken işime dalıp giderim.	1	2	3	4	5	6
17. Yoğun çalıştığım zamanlarda kendimi mutlu hissederim.	1	2	3	4	5	6

18. Şu anda yaptığım iş aslında beni hiç yansıtmıyor.	1	2	3	4	5	6
19. Bu iş gerçekte yapmak istediğim iş değil.	1	2	3	4	5	6
20. Bu iş her anlamda bana uygun.	1	2	3	4	5	6
21. Yaptığın işin doğru bir iş olmadığını düşünüyorum.	1	2	3	4	5	6
22. Bu işte amaçlarımın ve ihtiyaçlarımın karşılandığını düşünüyorum.	1	2	3	4	5	6
23. Mevcut işim beni motive ediyor.	1	2	3	4	5	6
24. Kabiliyet, beceri ve yeteneklerimin mevcut işime uygun olduğunu düşünüyorum.	1	2	3	4	5	6
25. Başka bir işin bana çok daha uygun olduğuna eminim.	1	2	3	4	5	6
26. Mevcut işimde yetenek, beceri ve yetkinliklerimi kullanabiliyorum.	1	2	3	4	5	6
27. Ortaya çıkardığım işle firmama ve diğer çalışanlara katkıda bulunabiliyorum.	1	2	3	4	5	6
28. Yaptığım iş, ailem ve yakın çevrem üzerinde olumlu etkiler bırakıyor.	1	2	3	4	5	6
29. Yaptığım iş toplum için faydalı ve önemlidir.	1	2	3	4	5	6
30. İşimdeki görevlerim işyeri dışındaki insanlar üzerinde önemli bir etkiye sahiptir.	1	2	3	4	5	6
31. İşimde bir engelle/sorunla karşılaştığımda, bundan sıyrılıp işime devam etmekte zorlanıyorum.	1	2	3	4	5	6
32. İşteki zorluklarla, bir yolunu bulup başa çıkabilirim.	1	2	3	4	5	6
33. İşyerinde gerektiğinde kimseden destek almadan kendi ayaklarım üzerinde durabilirim.	1	2	3	4	5	6
34. İşyerinde karşılaştığım stresli durumların üstesinden hızla gelirim.	1	2	3	4	5	6
35. Daha önceden de zor tecrübeler yaşamış olduğum için işyerindeki zorluklarlı atlatabilirim.	1	2	3	4	5	6
36. İşimi yaparken, aynı anda pek çok şeyle başa çıkabileceğimi hissediyorum.	1	2	3	4	5	6
37. Yeni bir durumla karşılaştığımda ne yapmam gerektiğini bilirim.	1	2	3	4	5	6
38. Beklenmedik durumlarda nasıl davranmam gerektiğini her zaman bilirim.	1	2	3	4	5	6
39. Bana karşı çıkıldığında kendimi Kabul ettirecek yolları bulurum.	1	2	3	4	5	6
40. Her türlü zorluğun üstesinden gelirim.	1	2	3	4	5	6
41. Eğer gayret edersem güç sorunların çözümünü her zaman bulurum.	1	2	3	4	5	6
42. Tasarladığım planlarımı gerçekleştirmek ve hedeflerime erişmek bana zor gelmez.	1	2	3	4	5	6
43. Bir sorunla karşılaştığım zaman onu çözebilmeye yönelik birçok fikrim vardır.	1	2	3	4	5	6
44. Yeteneklerime güvendiğim için zorlukları soğukkanlılıkla karşılarım.	1	2	3	4	5	6
45. Ani olayların üstesinden geleceğime inanıyorum.	1	2	3	4	5	6
46. Meydana gelebilecek her sorun için bir çözümüm vardır.	1	2	3	4	5	6

Yöneticim / Amirim...	Hiç Katılmıyorum	Çok Az Katılıyorum	Az Katılıyorum	Oldukça Katılıyorum	Çoğunlukla Katılıyorum	Tamamen Katılıyorum
47. Çalışanlarını destekleyicidir.	1	2	3	4	5	6
48. Dürüst ve adildir.	1	2	3	4	5	6
49. Tam bir takım lideridir.	1	2	3	4	5	6
50. Olumlu bir çalışma ortamı yaratır.	1	2	3	4	5	6
51. Kendine güvenir.	1	2	3	4	5	6
52. Gerginlik yaratmaz.	1	2	3	4	5	6
53. Bilgisini paylaşır.	1	2	3	4	5	6
54. Güven veren bir yaklaşıma sahiptir.	1	2	3	4	5	6
55. İşinde yetkin biridir.	1	2	3	4	5	6
56. Astına yetki verir ve astını önemser.	1	2	3	4	5	6

Cinsiyetiniz: Kadın ☐ Erkek ☐

Yaşınız: ☐

Evlilik Durumu: Evli ☐ Bekar ☐

Eğitim Durumunuz:

Lise ☐ Ön Lisans ☐ Lisans ☐ Yüksek Lisans ☐ Doktora ve üzeri ☐

Ne kadar sürelik bir iş hayatınız var?:

1 Yıldan Az ☐ 1-5 Yıl ☐ 6-10 Yıl ☐ 11-15 Yıl ☐ 16-20 Yıl ☐ 20 Yıldan Fazla ☐

Şu anda çalıştığınız şirkette ne kadar zamandır çalışmaktasınız?

1 Yıldan Az ☐ 1-5 Yıl ☐ 6-10 Yıl ☐ 11-15 Yıl ☐ 16-20 Yıl ☐ 20 Yıldan Fazla ☐

Çalıştığınız şirkette görev yaptığınız pozisyon?:

Alt Kademe ☐ Orta Kademe ☐ Üst Kademe ☐

Çalıştığınız şirket bir Türk şirketi mi yoksa çok uluslu bir şirket mi?

Türk ☐ Çok Uluslu ☐

Hangi departmanda/bölümde çalışıyorsunuz?

İnsan Kaynakları ☐ Finans/Muhasebe ☐ Pazarlama ☐ Üretim/ AR-GE ☐ Satış ☐

Diğer ☐