

## Psychological Capital and Performance: The Mediating Role of Work Family Spillover and Psychological Well-Being

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**Abstract:** *The purpose of this study is to investigate the relationship between psychological capital and performance and to identify work family spillover and psychological well-being as a mediator of the effects of psychological capital on performance. Data was gathered from 361 white-collar employees from different occupations. The results based on Structural Equation Modeling reveal that psychological capital plays an important role in providing employees to have high performance. The results also indicate that psychological well-being and two dimensions of spillover (positive and negative work-family spillover) mediate the effect of psychological capital on performance. Implications of the results are discussed, and avenues for future research are offered.*

**Keywords:** Psychological capital, work family spillover, psychological well-being, performance, positive psychology

**JEL Classification:** M12, M54

### 1. Introduction

The world is changing, so are the organizations. Contrary to the past, traditional approach and resources are inadequate to gain competitive advantage in global economy and intensive competition. Today organizations must invest in employees and increase their psychological capital to have competitive advantage. One of the most important features of psychological capital is to increase individual performance.

In the past, work and family interactions suggested that having more than one role affects individual health and performance negatively. However, in recent years people realized that having more than one role raises individual resources, so the work family spillover concept was built up. According to this concept participation in one role positively affects the performance in the other role. Researches on work family spillover showed that balancing work and family roles by spilling over increase work performance (Grzywacz and Marks, 2000). On the other hand, according to Keyes, Hysom and Lupo (2000), psychological well-being refers to employees' perception and assessment of the quality of their lives, and the quality of their psychological and social functioning. As employee well-being increases, the performance of the employee and therefore, the productivity, and profitability of the organization (Warr, 1999) also increase.

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The aim of this study is, therefore, to identify the mediating role of work family spillover and psychological well-being on the relationship between psychological capital and performance in an emerging country. The data is collected from different occupations; like academicians, doctors, nurses, police or bank employees, and analyzed by Structural Equation Modeling (SEM). This study contributes to the organizational behavior literature, particularly, in terms of integrating psychological capital, work family spillover, psychological well-being and performance and providing data from different occupations.

## **2. Psychological capital and performance**

The theoretical foundation for psychological capital is based on positive psychology and positive organizational behavior. Positive psychological capacities meet the criterion of being related to performance, on the other hand the positive organizational behavior is fully expected to have a significant impact on work outcomes (Luthans et al., 2007a). Therefore it is inevitable that the construct of psychological capital, which is included in positive organizational behavior to have positive and significant impact on performance.

While human and social capital are now widely recognized and well researched, psychological capital goes beyond human and social capital to gain a competitive advantage through investment/development of “who you are” and “what you can become in terms of positive development” (Avolio and Luthans, 2006). On the other hand, psychological capital provides some benefit on individual and organizational manner. Psychological capital is a psychological resource that may fuel growth and performance at the individual level. At the organizational level, similar to human and social capital, psychological capital may provide leverage, return on investment, and competitive advantage through improved performance (Luthans et al., 2005).

Psychological capital is a higher order positive construct comprised of four-facet constructs as: self-efficacy/confidence, optimism, hope, and resiliency (Luthans and Youssef, 2004). Researches about the relationship between psychological capital and performance conducted in two ways. Some studies analyzed how self-efficacy, optimism, hope, and resiliency individually affect the work performance. Stajkovic and Luthans (1998a,b) reported that the self-efficacy dimension of psychological capital have a strong relationship with workplace performance. Some other researches indicate that psychological capital, as a composite higher-order factor, predicted work performance (Luthans et al., 2005; Luthans et al., 2007a,b; Luthans et al., 2008a,b; Walumbwa et al., 2010; Avey et al., 2010; Rego et al., 2010). Accordingly, it seems reasonable to expect psychological capital to increase individual performance.

*H1: Psychological capital will be positively related to the performance.*

## **3. Work family spillover and performance**

Work and family lives have been slated as the two most central institutions in a person's life, forming the “backbone of human existence” (Howard, 1992). There is an extensive literature about the work and family interaction. And, one of the most studied concepts in the work family literature is work family conflict. Since the construct of work family conflict was introduced, a large body of literature has examined its causes and consequences. In addition, the concept of work family conflict has changed over time. In recent years, because of demographic changes, increased participation rates of women on the workplace and social

trends, there has been increased interest in the relationship between work and family lives (Grzywacz, 2000; Grzywacz and Marks, 2000; Hart, 1999; Kinnunen and Mauno, 1998; Swanson et al., 1998).

Contrary to the traditional belief of work family conflict which implies more than one role brings negative results in terms of role conflict, role ambiguity, work overload, Sieber (1974) suggested that there are rewards from participating in multiple roles, including enriched resources and development of personalities. In following years, benefits of having more than one role proved furthermore, by other researchers (Greenhaus and Parasuraman, 1999; Ruderman et al., 2002). These findings build up the spillover theory. Empirical evidence suggests that spillover theory is most accurately describes the way in which work and family may be linked (Cooke and Rousseau, 1984; Judge and Watanabe, 1994). Hart (1999) stated that according to the spillover theory an employee's experience in one domain affects their experience in another domain.

Positive events from one role (work/family) may spill over and facilitate functioning in the other role (family/work). At the same time negative events from one role (work/family) may spill over and undermine functioning in the other role. The concept of "work family spillover" arose from this circle. The work family spillover concept has four dimensions; positive work-family spillover, positive family-work spillover, negative work-family spillover and negative family-work spillover. A number of studies support that the skills and behaviors from one role affect the other role (Crouter 1984; Pearlin and Kohn 1966; Ruderman et al., 2002), so the work family spillover become an important concept for work family literature. According to work family spillover skills, behaviors, and values learnt in one role (work/family) can provide positive effects into other roles (family/work). Previous researches determined that work family spillover concept has both positive and negative consequences on organizational and family lives. One of the most important consequences of work family spillover is performance (Kossek and Ozeki, 1999). Previously most of the work family interaction studies correlate performance with the negative side of the concept (Greenhaus et al., 1987; Kossek and Nichol, 1992; Frone et al., 1997; Netemeyer et al., 2005; Karatepe and Tekinkus, 2006), which has the same meaning with work family conflict. But with positive psychological view point, it is not adequate to define the effects of work and family lives on performance. Therefore work family spillover studies analyze four dimensions as a whole and correlate it with performance (Kirchmeyer, 1992; Orthner and Pittman, 1986; Karatepe and Bekteshi, 2008). In these studies, it is reported that both types of positive work family spillover (positive work-family and positive family-work spillover) make positive contribution to the workplace performance. In the light of above-mentioned findings and discussions, the following hypotheses are proposed:

- H2a*: Positive work-family spillover will be positively related to the performance.
- H2b*: Positive family-work spillover will be positively related to the performance.
- H2c*: Negative work-family spillover will be negatively related to the performance.
- H2d*: Negative family-work spillover will be negatively related to the performance.

#### **4. Psychological well-being and performance**

Psychological well-being research focuses on how and why people experience their lives in positive ways (Diener, 1984). Psychologists observed that the psychological well-being has many positive consequences concerned with individuals. DeNeve and Cooper (1998) reported that psychological well-being predicted satisfaction in work and family lives, psychical and mental health, motivation and ability of positive thinking. Wright et al. (2002) searched the relationship between emotional exhaustion, positive-negative affectivity and psychological well-being and performance. The results state that only psychological well-being is related to the performance among these factors. In another study, the authors found that managers' psychological well-being moderates the relation between job satisfaction and job performance. Consistent with previous studies, performance was the highest when employees reported high score on psychological well-being (Wright et al., 2007). This leads us to propose our third hypothesis:

*H3:* Psychological well-being level will be positively related to the performance.

#### **5. Psychological capital and work family spillover**

In literature, it is mentioned that the high degree of psychological capital cause positive emotions, and the positive emotions cause the positive consequences on the individual and organizational level (Tugade et al., 2004; Avey et al., 2008; Friede and Ryan, 2005; Noor, 2003; Wayne et al., 2004). But there is no research examining relationship between psychological capital and work family spillover directly. According to previous researches that correlate psychological capital with work and family indirectly, these four hypotheses proposed:

*H4a:* Psychological capital will be positively related to the positive work-family spillover.

*H4b:* Psychological capital will be negatively related to the negative work-family spillover.

*H4c:* Psychological capital will be positively related to the positive family-work spillover.

*H4d:* Psychological capital will be negatively related to the negative family-work spillover.

#### **6. Psychological capital and psychological well-being**

After reviewing the literature on psychological capital, a hypothesis was developed for its relationship with the psychological well-being. In literature this relationship was studied by authors in different manners. Karademas (2006) reported that optimism partially mediates the relation of self-efficacy and perceived social support with well-being. Hmieleski and Carr (2007) analyzed the relationship between psychological capital and psychological well-being of entrepreneurs. Researches about unemployment also suggest that a person's psychological capital influences the impact of unemployment on wellbeing and facilitates re-employment (Cole et al., 2009). This leads up to propose the following hypothesis:

*H5:* Psychological capital will be positively related to the psychological well-being.

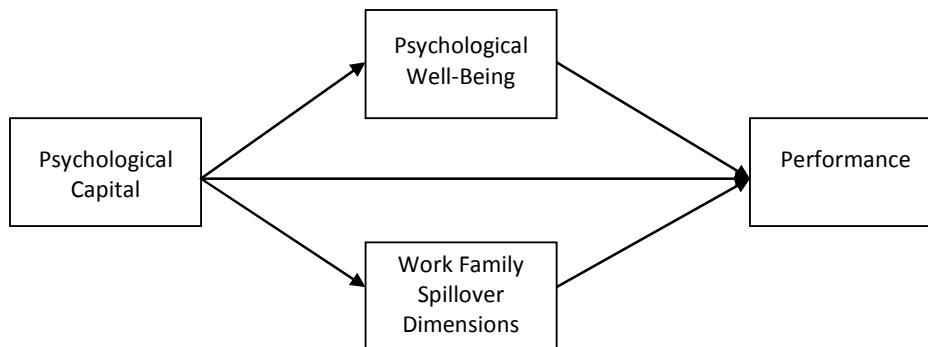
Researches demonstrated some relationships among the concepts analyzed in this study. But according to the literature review there is no study that includes all of these concepts together. In this study, four concepts were analyzed together and hypothesized that psychological capital leads to positive work family spillover and psychological well-being that in turn lead to the performance.

*H6:* Work family spillover mediates psychological capital effects on performance.

*H7:* Psychological well-being mediates psychological capital effects on performance.

In this context, the proposed model is shown below:

**Figure 1.** Proposed Model



## 7. Method

### 7. 1. Sample and Procedure

The sample of this study was the white-collar employees from a town in Turkey, Tokat. More than one profession were selected to make a generalization about the sample. The common features of the professions were, all of them are labor-intensive. The data was collected from 361 white-collar employees. The sample was determined as 86 academicians, 35 doctors, 97 nurses, 104 police and 39 bank employees according to the total employee rate in the town. Table 1 show the number of total workforce in the city, minimum sample required in % 95 confidence interval (Sekaran, 1992: 253) and sample analyzed in this study.

Participation in the survey was voluntary. At each workplace contracted persons, handed out questionnaires and briefed employees about the aims of the study. 400 surveys were allocated and 385 were returned. 361 of them were matched and completed surveys, representing a response rate of 90.25%.

The sample consisted of 156 (43.2%) women and 205 (56.8%) men, 78.9% was married, 62.5% has a working spouse and %83.3 had one or more home-living child. The age of the respondents ranged from 20 to 61 years and the most frequently reported age category was 26-35. The most frequently reported education level was university (40.7%), and 75.6% does not have administrative duty.

**Table 1. Information about the Sample**

Professions	Total Workforce in the City	Minimum Sample Required	Sample Analyzed
Academician	738	84	86
Doctor	290	33	35
Nurse	808	92	97
Police	900	103	104
Bank Employee	250	29	39
<b>Total</b>	<b>2986</b>	<b>341</b>	<b>361</b>

## 7.2. Measures

Measures originally developed in English were translated into Turkish by following the cross-cultural translation procedures (Brislin, Lonner and Thorndike, 1973). Firstly, the scale was translated from English into Turkish according to the *parallel back-translation* procedure, in which a bilingual person translates the scale from its original language to the language under study. Another bilingual individual, who is unfamiliar with the original scale, re-translates this version back to the original language. To ensure a correct translation and avoid possible biases, the sequence just described was repeated twice, so that, in this study, four bilingual people carried out the parallel back-translation procedure, thus obtaining two pilot versions of the scales in Turkish. Secondly, the items thus obtained were assessed by a committee made up of the individuals who participated in the translation process and two psychology professors who selected the items that had maintained the original meaning, and prepared the scale format and the instructions identically to the original version. All of the item in the scales were on a 5-point Likert response scale ranging from 1 (strongly disagree) to 5 (strongly agree).

*Psychological capital.* The 24-item psychological capital questionnaire or PCQ (Luthans et al., 2007a) (6 items for each subscale of hope, resilience, optimism, and efficacy) was used in the study. Sample item: "I feel confident analyzing a long-term problem to find a solution." Luthans and colleagues used this scale on different samples and test the reliability (0.88, 0.89, 0.89, 0.89) (Luthans, et al. 2007b). Cronbach's alpha was 0,85 for the study.

*Work family spillover.* We used the 14-item scale developed by Grzywacz and Marks (2000) to measure the different types and directions of relationship between work and family. Four distinct work family spillover dimensions represented in the scale. A sample item is "Your job makes you feel too tired to do the things that need attention at home." and the reliability of the scale was determined at the range of 0,70-0,83. Cronbach's alpha was 0,77 for this study.

*Psychological well-being.* In the study we used the scale that was developed by Ryff (1989) and shortened by Dierendonck (2005) to measure the psychological well-being level. Although the original scale has 84 items, the shortened version has 39 items. Sample item: "I am not afraid to voice my opinions, even when they are in opposition to the opinions of most people." Cronbach alpha's ranging from 0,72 to 0,81. Cronbach's alpha was 0,88 for the study.

*Performance.* The items measuring the performance were drawn from Goodman and Svyantek (1999)'s performance scale. The scale consists of 25 items, 16 of them represent contextual performance and 9 items represent task performance. Sample item: "Helps other employees with their work when they have been absent." Cronbach alpha of contextual performance was 0,89 and Cronbach alpha of task performance was 0,93. Cronbach's alpha was 0,86 for the study.

### **7.3. Research Design**

This study was conducted in two stages. Stage one involved a pilot study with a sample of 86 respondents. The pilot study was conducted to identify any potential problems with the understanding of the directions and format of the instruments, sensitivity to items, and time required to complete the questionnaires. The participants were invited to comment about the wording and acceptability after completion of the interview. The coefficient alphas were between 0,77 and 0,88 for scales. These results show that the scales produce consistent and reliable output.

Based on the results of pilot study some items were deleted and some items were rephrased. According to factor analysis, 6 items from psychological capital scale, 12 items from psychological well-being scale and 6 items from performance scale were deleted and the new 80-item scale was formed instead of original 104-item scale. The coefficient alphas of shortened version of scales were between 0,77 and 0,87. Consequently the item deleting did not decrease the reliability. Due to the necessity to keep the survey short, the new shortened version of scales is used in the study.

Stage two involved the distribution of 400 surveys to the determined occupations. The measure reliability is as follows: psychological capital, eighteen-item,  $\alpha=0,90$ ; work family spillover, sixteen-item,  $\alpha=0,78$ ; psychological well-being, twenty seven-item,  $\alpha=0,88$ ; performance, nineteen-item,  $\alpha=0,93$ .

## **8. Results**

Table 2 presents descriptive statistics (overall means and standard deviations) and the correlation matrix for the study variables. As shown, the mean for psychological capital was 3.85 (SD=0.54), psychological well-being was 3.70 (SD=0.50), negative work-family spillover was 3.20 (SD=0.97), negative family-work spillover was 2.63 (SD=0.89), positive family-work spillover was 3.93 (SD=0.72), positive work-family spillover was 3.55 (SD=0.82), and performance was 3.96 (SD=0.56). The negative work family spillover dimensions' mean scores were lower than other mean scores, because of these dimensions' negative nature.

Overall, the correlations shown in Table 2 were in the expected direction and were consistent with previous studies, indicating no obvious coding problems. There are generally strong correlation ( $p<0.01$ ) between variables. One interesting result of the analysis is the positive correlation ( $r=0.132$ ,  $p<0.05$ ) between the negative family-work spillover and positive work-family spillover. Other correlations between the variables are consistent with the expectations and consistent with the literature.

In order to test the hypothesized sequence, a path analysis with observed variables was conducted with LISREL. The model test results demonstrate that the model fits the data well.

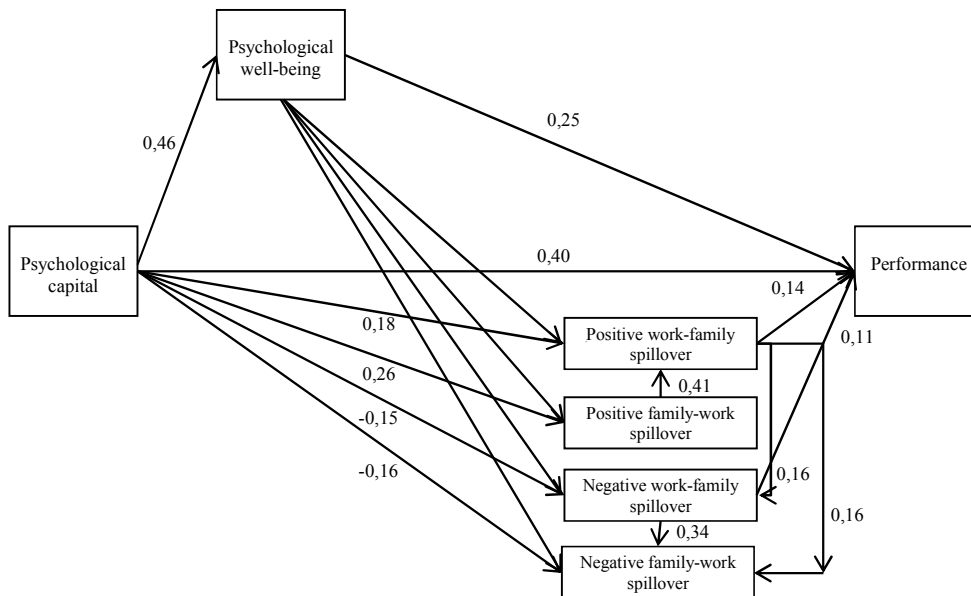
**Table 2.** Descriptive statistics and inter-correlations among variables

	M	SD	1	2	3	4	5	6
1. Psy. Capital	3.85	0.54						
2. Psy. Well-Being	3,70	0,50	,461**					
3. Negative W-F Spil.	3,20	0,97	-,236**	-,333**				
4. Negative F.-W.Spil.	2,63	0,89	-,303**	-,392**	,463**			
5. Positive F.-W. Spil.	3,93	0,72	,396**	,413**	-,104*	-,100		
6. Positive W.-F. Spil.	3,55	0,82	,259**	,075	,100	,132*	,410**	
7. Performance	3,96	0,56	,576**	,467**	-,101	-,239**	,382**	,289**

Notes: n=361; \*significant at 0.05 level (one-tailed); \*\* significant at 0.01 level (one-tailed)

Figure 2 presents the standardized beta estimates of the hypothesized model. Non-significant estimates are not presented. According to the modification indices paths were drawn between psychological well-being and work family spillover dimensions. The fit indices for the model indicates that the model fit the data well ( $\chi^2=0.48$ ,  $df=2$ ,  $p=0.79$ ;  $GFI=1.00$ ;  $CFI=1.00$ ;  $RMSEA=0.0$ ;  $RMR=0.003$ ). Path model demonstrates that performance is predicted by psychological capital, psychological well-being, positive work-family spillover and negative work-family spillover in a positive way. Nonetheless the biggest effect on performance is made by psychological capital.

**Figure 2.** The path analysis between psychological capital, psychological well-being, work family spillover and performance and  $\beta$ -coefficients.



The results of the path analysis that tested the effects of psychological capital on work family spillover dimensions and psychological well-being and the effects of work family spillover dimensions and psychological well-being on performance are presented in Table 3. As shown in the Table, 11 of the 16 hypotheses and sub hypotheses were supported.



**Table 3.** Model Test Results

Hyp.	Paths	$\beta$	Results
H1	Psychological Capital → Performance	0,40	Accepted
H2a	Positive Work-Family Spillover → Performance	0,14	Accepted
H2b	Positive Family-Work Spillover → Performance	0,07	Rejected
H2c	Negative Work-Family Spillover → Performance	0,11	Rejected
H2d	Negative Family-Work Spillover → Performance	-0,08	Rejected
H3	Psychological Well-Being → Performance	0,25	Accepted
H4a	Psychological Capital → Positive Work-Family Spillover	0,28	Accepted
H4b	Psychological Capital → Positive Family-Work Spillover	0,26	Accepted
H4c	Psychological Capital → Negative Work-Family Spillover	-0,15	Accepted
H4d	Psychological Capital → Negative Family-Work Spillover	-0,16	Accepted
H5	Psychological Capital → Psychological Well-Being	0,46	Accepted
H6a	Psychological Capital → Positive Work-Family Spillover → Performance	0,02	Accepted
H6b	Psychological Capital → Positive Family-Work Spillover → Performance	-*	Rejected
H6c	Psychological Capital → Negative Work-Family Spillover → Performance	-0,02	Accepted
H6d	Psychological Capital → Negative Family-Work Spillover → Performance	-*	Rejected
H7	Psychological Capital → Psychological Well-Being → Performance	0,11	Accepted

Hypothesis 1 predicted that psychological capital is positively related to the performance. This hypothesis is supported by the empirical results. Hypothesis 2 predicted that positive work family spillover dimensions are positively related to the performance and negative work family spillover dimensions are negatively related to the performance. There are empirical supports for H2a that positive work-family spillover positively related to the performance. Consistent with the predictions, it is determined that family-work spillover dimensions both positive and negative have no significant relationship with performance. And contrary to the predictions negative work-family spillover has a positive relation with performance. Hypothesis 3 stated that psychological well-being is positively related to the performance. This relationship received empirical support. Hypothesis 4 predicted that psychological capital is positively related to positive work family spillover dimensions (positive work-family spillover and positive family-work spillover) and negatively related to negative work family spillover dimensions. All of the sub-hypotheses of H4 were supported by the analysis. Hypothesis 5 contended that the psychological capital is positively related to the psychological well-being. This is also supported by the empirical results. Hypothesis 6 stated that work family spillover plays a mediation role between the psychological capital and performance relationship. Among four sub hypotheses, H6a and H6c which contended that positive and negative work-family spillovers have a mediation role were supported. Hypothesis 7 predicted that psychological well-being plays a mediation role between the psychological capital and performance relationship. This mediation role is also supported by the empirical results.

The structural equation model analyses generate a relationship between psychological well-being and work family spillover. According to the results psychological well-being is positively related to the positive work family spillover dimensions and negatively related to the negative work family spillover dimensions. Also analysis output showed some relations between work family spillover dimensions. All of these results are consistent with the literature.

## 9. Discussion

Nowadays traditional approach and resources are inadequate to gain competitive advantage in global economy and intensive competition. So the organizations must invest in employees and increase their psychological capital to have competitive advantage. One of the most important features of psychological capital is to increase individual performance. In this respect, we examined the role of psychological capital on the performance and psychological well-being and work family spillover served as a mediator between psychological capital and performance in an emerging country.

The positive types of spillover showed, however, a high mutual correlation, which means that they share similar elements. Meanwhile the negative types of spillover showed a high mutual correlation, too. In contrast to what one might expect, the correlation between the negative family-work spillover and positive work-family spillover was positive ( $r=0.132$ ,  $p<0.05$ ). We suggested that this result is occurred owing to the fact that work family spillover concept has a different nature. As mentioned earlier, work family spillover is not a uni-dimensional concept and high levels of positive and negative spillover between work and family can coexist (Grzywacz, 2000). Therefore, an increase in a positive/negative dimension of spillover can cause an increase in a negative/positive dimension.

The results showed that, psychological capital plays an important role in providing people to have high performance. This result is consistent with many researches in the literature (Luthans et al., 2005; Luthans et al., 2007a,b; Luthans et al., 2008a,b; Walumbwa et al., 2010; Avey et al., 2010; Rego et al., 2010). Furthermore, the data indicated that psychological capital again plays an important role to increase psychological well-being. Also psychological capital affects the positive types of spillover in a positive way and negative types of spillover in a negative way. So the employees with high levels of psychological capital, have a big psychological power and make constructive changes in many different domains. All these results are in line with many researches (Karademas, 2006; Hmieleski and Carr, 2007; Cole et al., 2009; Walumbwa et al., 2010; Avey et al., 2010; Rego et al., 2010; Tugade et al., 2004; Avey et al., 2008; Friede and Ryan, 2005; Noor, 2003).

According to the findings performance is predicted by psychological capital, psychological well-being and two work-family spillover dimensions. Also psychological capital decrease the negative work-family spillover' effect on the performance, it makes an increase on the positive work-family spillover. Contrary to positive and negative work-family spillover dimensions, positive and negative family-work dimensions have no significant effect on the performance. This result can be explained as people do not reflect positive and negative effects from family to the work.

The path-analytic results demonstrate that psychological well-being affects the positive family-work spillover in a positive way. Some researchers found that high level of positive work-family spillover was associated with high level of psychological well-being (Stephens et al., 1997; Harr and Bardoel, 2008). Similarly, Hammer et al. (2005) found that depressive symptoms reduces positive work-family spillover, Grzywacz (2000) and Hanson et al. (2006) found that positive work family spillover dimensions were associated with mental health. On the other hand, results indicated that psychological well-being affects other spillover dimensions in a negative way. Contrary to the expectations, high degrees of psychological well-being cause a decrease on positive work-family spillover. This surprising result can be explained by time and energy constraint. Because of high levels of psychological well-being,

which means the individual ability to use the potential himself precisely, employees spend all his energy and time to have successes on work and impede the responsibilities at home. So the positive work-family spillover will be negatively affected from the high levels of psychological well-being.

According to the relationship of spillover dimensions with each other, it is seemed that negative work-family spillover affects negative family-work spillover and positive family-work spillover affects positive work-family spillover in a positive way. Besides positive work-family spillover affects negative work-family spillover and negative family-work spillover in a positive way too. The present research extends results of past studies (Kinnunen et al., 2006) that obtained this relationship. This interaction supports the multidimensional feature of spillover.

The results of the path analysis also indicate that psychological well-being plays a partial mediator role on the relationship between psychological capital and performance. And the mediation analysis showed that positive and negative work-family spillover dimensions mediate psychological capital effects on performance. These are useful additions to our existing knowledge base.

### **9.1. Practical Implications**

These findings lead to a number of implications. First, to conclude the generated results, it is obvious that the work performance predicted by the total of ( $\beta=0.51$ ) psychological capital, psychological well-being and work family spillover with a big amount. This result is critically important for manager and researchers. Furthermore generated conclusion has utilities in terms of individuals and society. Second, the present study is the first field study to show the role of work family spillover and psychological well-being on the effect of psychological capital on performance. The results indicated strong support for the association of these variables. Third, the results also provided support for positive psychological concepts, as a vitally important domain in organizational behavior and human resource management.

### **9.2. Limitations and Future Research Directions**

There are some limitations to our current empirical research. The use of self-reported data can be regarded as a first limitation in this study. Because of self-report measures increase the possibility of common method variance, in the future studies supervisor or customer evaluations of employee performance may be used to avoid such a problem. Meanwhile psychological capital scale can be supported by interviews. Second, in this study hypothesized relationships tested by structural equation model. Different models with these variables can be tested in the future studies, and by this way better models can be created. Third, the sample size was small, thus it limits the representativeness of this sample for the general work force. In addition, small sample sizes might also yield high sampling error, biased parameter estimates, and typically have low power to detect significant effect. However, it did not appear to be the case in the present study as the RMSEA was low, correlation residuals were insignificant, and parameter estimates were relatively high. Future researches are needed in order to replicate the present results with a larger sample size and different occupations. On the other hand the comparison of result of this study with developed countries can be meaningful.

## 10. Conclusion

This research makes an important and much needed contribution to the literature and indicates that supporting employee's positive psychology and supporting employees to combine work and family roles objectively benefits the organizations they work in and also countries they live in. In practice, from the perspective of organizations, policies that promote psychological power of employees are needed. Meanwhile policies that reduce negative work family spillover and promote balance between work and personal life are needed for employees too. Although the need of this reduction and promotion may vary across organizations and cultures, even the most family-friendly organizations may have a challenge. Thus, development of positive psychological concepts and work-family culture in organizations comes into central focus in Turkey.

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