

A RESEARCH ON WORK LIFE QUALITY, PSYCHOLOGICAL CONTRACT AND PSYCHOLOGICAL OWNERSHIP RELATIONSHIP IN THE CONTEXT OF SOCIAL EXCHANGE THEORY

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ABSTRACT

In this study, it is aimed to investigate the relationship of quality of work life (QWL), psychological contract and psychological ownership relationship and the moderating role of social exchange ideology on this relationship. Studies on psychological ownership are relatively limited and predominantly focus on its consequences rather than its predictors. With the assumption that QWL may be a possible factor affecting psychological ownership via psychological contract; a research model was proposed and tested on a sample of 218 teachers working in private schools. QWL in private schools can shape teachers' attitudes and also may affect education quality in return. Thus, exploring QWL and its possible outcomes among teachers is important. Moreover, according to authors' knowledge, there does not exist any study addressing the relationship of QWL and psychological ownership, so study findings can make contribution to the relevant area. Research findings showed that perceived quality of work life is associated with both relational contract and psychological ownership positively; and transactional contract negatively. In addition, the relationship of work life quality and psychological ownership is mediated by psychological contract and moderated by social exchange ideology.

Keywords: work life quality, psychological contract, psychological ownership, social exchange

SOSYAL MÜBADELE KURAMI BAĞLAMINDA ÇALIŞMA HAYATI KALİTESİ, PSİKOLOJİK SÖZLEŞME VE PSİKOLOJİK SAHİPLENME İLİŞKİSİ ÜZERİNE BİR ARAŞTIRMA

ÖZ

Bu çalışmada, çalışma hayatı kalitesi ve psikolojik sahiplenme ilişkisinde psikolojik sözleşmenin aracı; sosyal mübadele hassasiyetinin de düzenleyici etkisinin incelenmesi amaçlanmaktadır. Yapılan literatür taramasında, psikolojik sahiplenme üzerine yapılan çalışmaların göreceli olarak sınırlı sayıda olduğu ve ağırlıklı olarak da kavramın öncüllerinden ziyade ardılları üzerine odaklandığı görülmüştür. Çalışma hayatı kalitesinin psikolojik sahiplenmeye etki eden önemli bir faktör olabileceği varsayımından hareketle; saha araştırması özel okullarda görev yapmakta olan 218 öğretmen üzerinde yürütülmüştür. Özel okullardaki çalışma hayatı kalitesinin hem öğretmenlerin yaptıkları işe yönelik tutum ve davranışlarını biçimlendireceği hem de verilen eğitimin kalitesine etki edeceği düşünülmektedir. Bu sebeple, konunun söz konusu örneklem üzerinde incelenmesinin önemli olduğu söylenebilir. Ayrıca, çalışma hayatı kalitesi, psikolojik sözleşme ve psikolojik sahiplenme ilişkisini ele alan herhangi bir çalışmaya rastlanmadığından elde edilecek bulguların ilgili alana katkı sağlayacağı ifade edilebilir. Yapılan analizler sonucunda, çalışma hayatı kalitesinin ilişkisel sözleşme ve psikolojik sahiplenme ile pozitif; işlemsel sözleşme ile de negatif yönde ilişkili olduğu görülmüştür. Bunun yanı sıra, çalışma hayatı kalitesi ve psikolojik sahiplenme ilişkisinde psikolojik sözleşmenin aracı; sosyal mübadele hassasiyetinin de düzenleyici bir etkiye sahip olduğu tespit edilmiştir.

Anahtar Kelimeler: çalışma hayatı kalitesi, psikolojik sözleşme, psikolojik sahiplenme, sosyal mübadele

Introduction

The world has become more competitive because of both economic and technological changes and retaining high-qualified employees has become more important ever than before. Since the mid-1970s, quality of work life (QWL) has been considered as a key factor in order to enhance employee-organization relationship and for retention of high-qualified employees. QWL provides employees a favorable work environment and enables them to have an enriching work experience. Studies conducted in a wide variety of sectors have shown that it affects employee attitudes positively and result in many positive outcomes. QWL and its outcomes are particularly important in educational sector because a high QWL may affect not only employee well-being or school effectiveness but also education quality in return. For this reason, in this study QWL perceptions of teachers working in private schools were examined and to what extent QWL affects psychological contract and psychological ownership was investigated. Also, during literature review it was seen that studies on psychological ownership are relatively limited and predominantly focus on its consequences rather than its predictors. Adopting social exchange theory, QWL was hypothesized as a possible factor predicting psychological ownership via psychological contract. Based on theory and previous research findings, a research model was proposed and tested on a sample of 218 teachers working in private schools. Since there does not exist any study addressing the relationship of QWL-psychological contract-psychological ownership (according to authors' knowledge), it can be said that study findings may contribute to the relevant area. In the first section, theoretical background was reviewed and hypotheses were developed. In the next section, research findings were presented and discussed.

Literature Review

Quality of work life and psychological ownership

Although there is not a definite consensus regarding to the conceptualization of quality of work life (QWL) and its dimensions (Martel and Dupuis, 2006), it can be defined as the degree of favourableness of the work environment perceived by employees. According to Kiernan and Knutson (1990), QWL is a subjective evaluation of one's role in the workplace and is likely to vary from person to person in the organization even in the same position. QWL includes a variety of aspects of the work environment and its components are plenty and varied (Mirvis and Lawler III, 1984:199).

Walton (1975) proposed eight different aspects regarding to QWL and identified them as adequate and fair compensation, safe and healthy working conditions, development of human capacities, growth and security, social integration, constitutionalism, total life space and social relevance of work. Adequate and fair compensation dimension refers to the degree of perceived adequacy and fairness of the compensation employees received. Safe and healthy working conditions imply safe and healthy physical work arrangements. Development of human capacities is defined as the opportunities which enable worker to use and develop his/her capacity. Growth and security dimension is identified as the utilization of capacity and skills in the future and advancement opportunities in the organization. Social integration dimension refers to freedom from prejudice and a sense of community in the organization; constitutionalism dimension refers the degree of respecting and protection of employee rights. Finally, total life space dimension implies the work-life balance and social relevance dimension refers to social responsibilities to stakeholders. According to Walton (1974), if an organization can not reach minimum standards at each dimension, a deep dissatisfaction will arise among employees. However, meeting minimum standards on each dimension does not always mean that employee satisfaction is guaranteed in the long run. Because when an expectation is satisfied; a thirst for more often arises and thereby minimum standards tend to move upward continuously.

Sirgy et. al. (2001), on the other hand, conceptualized quality of work life in the context of need satisfaction and spillover theories and identified seven major needs: health and safety needs; economic and family needs; social needs; esteem needs; actualization needs; knowledge needs and finally aesthetic needs. Health and safety needs indicate preventative measures for health care at work and protection

from ill or injury both at and outside of work. The basic contents of economic and family needs dimension are adequate wages, job security and having enough time for family needs. Social needs include positive interpersonal interactions at work and having enough time for leisure. While esteem needs are defined as recognition and appreciation of one's work within and outside the organization; actualization dimension is defined as self-realization within the organization or in one's field of expertise. Finally, knowledge needs involve perceived opportunities for enhancing job-related skills; aesthetic needs refer to creativity at work and opportunities for personal development in a sense of aesthetics. According to Sirgy et. al. (2001:246), "workers bring a cluster of their needs to their employing organization and are likely to enjoy a sense of QWL to the extent that these needs are satisfied through work in that organization". For this reason, QWL is defined as the employee satisfaction with a variety of these needs by participating in the workplace (Sirgy et. al., 2001:242)

A good QWL environment is the environment that attracts employees providing them with enriching work experience and at the same time it enables them to participate in decision-making process (Mirvis and Lawler III, 1984:200). Studies investigating the outcomes of work life quality demonstrate that it is related to job satisfaction (Sirgy et. al.; 2001; Lee, Back and Chan, 2015), organizational commitment (Sirgy et. al.; 2001; Nayak and Sahoo, 2015), career commitment (Huang, Lawler and Lei, 2007), work engagement (Gillet et. al., 2013), life satisfaction (Sirgy et. al.; 2001; Chan and Wyatt, 2007), and organizational performance (Lau and May, 1998; Nayak and Sahoo, 2015) positively and associated with turnover negatively (Huang, et. al., 2007; Surienty et. al., 2014).

Employees participate in work life with a variety of needs and evaluate their work life as high quality when their needs are met by the organization (Sirgy et. al., 2001). Therefore, it can be expected that employees who are satisfied with their quality of work life will develop positive attitudes toward their organization. Psychological ownership is thought to be one of these positive attitudes that may arise as a result of perceived high quality of work life. Psychological ownership is defined as "a state of mind in which individuals feel as though the target of ownership or a piece of that target is theirs" (Pierce et al., 2001:299). Employees whose extrinsic and intrinsic needs are fulfilled through work in a particular organization can be expected to feel a psychological possession of and emotional attachment to the organization. Moreover, Pierce et.al. (2001,2003) indicate that psychological ownership emerges through three experiences in organizations: control, knowledge about the target and investment of an individual's self into the target. Since, high quality work environments provide a wide variety of opportunities to employees, these three mechanisms that lead to psychological ownership will be both easier and available for employees. Therefore, as perceived quality of work life increases, it can be expected that an increase in psychological ownership may arise because of the opportunities provided by the organization to its employees. Thereby, it is hypothesized as:

H₁: There is a positive relationship between perceived quality of work life and psychological ownership.

The mediating role of psychological contract on the relationship of quality of work life and psychological ownership

Psychological contract can be defined as "individual beliefs in a reciprocal obligation between the individual and the organization" (Rousseau, 1989:121). It is shaped by the organization's actions depending on the reciprocity and nature of the exchanges. The individual witness and interprets the various actions of the organization and form their psychological contract with the organization on the basis of these actions (McDonald and Makin, 2000:84). When an individual perceives that his or her contributions lead organization to reciprocate, a psychological contract emerges. In other terms, a belief regarding to reciprocal exchange arises in the eye of individual. However, this belief is subjective and does not constrain the other party (Rousseau, 1989).

Psychological contract is categorized into two main forms as transactional and relational contract (Rousseau, 1989; Rousseau and Parks 1993). While transactional contract is linked to economic exchanges which includes economical issues such as promotion opportunities, pay and benefits etc.; relational contract is linked to social exchanges including trust, development and growth opportunities, job security, interpersonal environment (Shore and Tetrick, 1994). Transactional contract implies that employees are employed and compensated for satisfactory performance. Beside this, the relationship between the employee and the organization is mainly economic. On the other hand, in relational contract an ongoing relationship between the employee and the organization is established and it involves the exchange of non-monetary benefits such as mutual loyalty and support. Under the relational contract, employees tend to internalize organizational values and link their identities with the organization. On the other hand, under transactional contract, the organization is simply a place where individuals do their work and compensated for satisfactory performance in the eye of employees (Millward and Hopkins, 1998:1532)

In organizations, the relationship of employee and the organization is established with an understanding that both parties have some certain obligations to each other and thereby an atmosphere of reciprocity is created (McDonald and Makin, 2000:84). Since QWL is viewed as an economic, social and psychological relationship between the organization and employee (Mirvis and Lawler III, 1984:200), it can be said that the higher perceived quality of work life, the more improved and enhanced employee-employer relationship. A high-quality work environment provided by the organization will strengthen the relationship of employee and the organization. As a result, employees may reciprocate high QWL with an increase in relational contract and decrease in transactional contract. In other terms, it can be expected that as perceived quality of work life increases, relational contract is likely to increase and transactional contract decrease. Moreover, perceived high quality of work life may result in higher psychological ownership via increased relational contract and decreased transactional contract. As a consequence, hypotheses developed are:

H₂: There is a positive relationship between perceived quality of work life and relational contract.

H₃: There is a negative relationship between perceived quality of work life and transactional contract.

H₄: Psychological contract mediates the relationship of perceived quality of work life and psychological ownership.

The moderating role of social exchange ideology

Social exchange theory (Blau, 1964) explains the dynamics of exchange relationships between the employee and the organization. Although it was developed as a theory for understanding general social behavior (Ladd and Henry, 2000), it has become one of the most influential conceptual paradigms and applied for understanding the employee behaviors in organizational settings (Cropanzano and Mitchell, 2005). Reciprocity (Gouldner, 1960) or in other terms, repayment is one of the exchange rule which forms a sequence of transactions between the two parties. It indicates that “an action by one party leads to a response by another and one party’s actions are contingent on the other’s behavior” (Cropanzano and Mitchell, 2005:876). In a social exchange, when one party voluntarily provides a benefit to another, an obligation arises for the other party. However, people are different from each other in terms of reciprocation degree or in other words; reciprocation sensitivity (Clark and Mills, 1979). Those high in an exchange ideology are score keepers because they track obligations carefully. Those low in exchange ideology, on the other hand, are less concerned about obligations and less likely to care if exchanges are not reciprocated. Research findings demonstrate that individuals with a strong exchange ideology are more likely to reciprocate than those low in exchange orientation (Cropanzano and Mitchell, 2005:877). For instance; Witt (1991) and Ladd and Henry (2000) study results show that the relationship of perceived organizational support and citizenship behaviors is stronger for employees who have a higher exchange ideology. Witt et.al. (2001) found that employees with a high exchange ideology are more committed to the organization when they perceive their work environment as fair.

Since social exchange ideology is a factor that shapes the reciprocity of the exchanges between the employee and organization, it can be said that employees' psychological contract type and the degree of psychological ownership will differ according to their social exchange ideology. Employees who are high in exchange orientation will more likely to reciprocate with a higher degree of relational contract when they believe their quality of work life is high. Employees low in exchange ideology, on the other hand, will less likely to form a higher level of relational contract since they are less sensitive in reciprocation. Moreover, regardless of the type of psychological contract employees have, (in other words, when psychological contract is controlled), those high in social exchange ideology will more likely to feel a psychological possession of the organization when their work life quality is high. In contrast, employees low in social exchange ideology will reciprocate with a lower level of psychological ownership in return of high quality of work life. Thus, hypotheses are developed as:

H₅: Social exchange ideology moderates the relationship of perceived quality of work life and psychological contract.

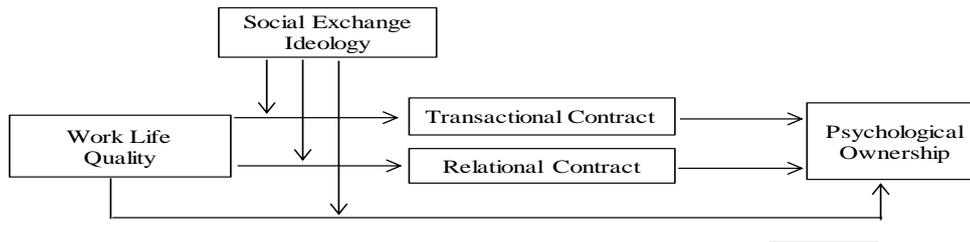
H₆: Regardless of the type of psychological contract employees have, social exchange ideology moderates the relationship of perceived quality of work life and psychological ownership.

Methodology

Research Model and Hypotheses

Research model and hypotheses developed basing on previous research findings and social exchange theory are presented below:

Figure 1: Research Model



H₁: There is a positive relationship between perceived quality of work life and psychological ownership.

H₂: There is a positive relationship between perceived quality of work life and relational contract.

H₃: There is a negative relationship between perceived quality of work life and transactional contract.

H₄: Psychological contract mediates the relationship of perceived quality of work life and psychological ownership.

H₅: Social exchange ideology moderates the relationship of perceived quality of work life and psychological contract.

H₆: Regardless of the type of psychological contract employees have, social exchange ideology moderates the relationship of perceived quality of work life and psychological ownership.

Research method and sample

Field research is conducted on 218 teachers working in private schools operating in Malatya via convenience sampling. Data is obtained by drop-collect technique and face to face interviews. In order to test the hypotheses; reliability, confirmatory factor, correlation and regression analyses were performed.

Descriptive statistics of the sample indicate that more than half of the participants are female (%58,7) and married (%58,3). Majority of the sample hold a bachelor degree %92,7 and the proportion of participants holding a master or a doctorate degree is only %7,3. %61,5 are under the age of 35; %17 are between 36-42; %9,2 are aged between 43-49 and %12,4 are 50 years old and/or above. The distribution of respondents by organizational tenure is: fewer than 3 years (%21,6); 3 to 8 years (%40,8); 9 to 14 years (%20,2) and 15 years and more (%17,4). Descriptive statistics of the sample indicate that more than half of the respondents are female; married and under the age of 35. Majority of them hold a bachelor degree and nearly half the respondents are working in their current organizations for 3 to 8 years.

Measures

The questionnaire was composed of two sections. In the first section, there were questions regarding to participants' demographic characteristics; in the second section measures related to dependent and independent variables were presented. For quality of work life, Turkish form of QWL adapted by Kanten and Kanten (2015) was used. It was originally developed by Timossi et.al. (2008) consisting of 36 items and 8 dimensions (compensation, safe and healthy environment, development of human capacities, growth and security, social integration, constitutionalism, total life space, and social relevance). Psychological ownership was measured by 7-item instrument developed by Van Dyne and Pierce (2004). It was used in Ötken (2015) and internal consistency and unidimensional structure of the scale was validated in Turkish context. Respondents' social exchange sensitivity was measured by Eisenberger et. al.'s (1986) social exchange ideology scale. Scale items were translated into Turkish and then translated back to English independently in order to ensure equivalence. Items were checked in terms of interpretability and tested in a pilot study. Psychological contract was measured by the Turkish form of psychological contract scale used in Mimaroglu (2008). It was originally developed by Millward and Hopkins (1998) including two dimensions; transactional contract and relational contract. All measures were rated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Before hypotheses testing, confirmatory factor analysis was conducted to validate the factorial structures of the measures. A second-order confirmatory factor analysis was conducted for quality of work life. The results supported that eight components of quality of work life represent an underlying latent core construct of QWL instrument ($\chi^2/df=1,998$; RMSEA= 0,070; TLI=0,944; CFI=0,972). After that, first-order confirmatory factor analyses were performed for psychological ownership, transactional and relational contract. First-order confirmatory factor analysis results indicate that unidimensional structures of each measures stated above were validated [(transactional contract: $\chi^2/df=2,258$; RMSEA= 0,076; TLI=0,931; CFI=0,972); (relational contract: $\chi^2/df=2,053$; RMSEA= 0,070; TLI=0,952; CFI=0,994) and psychological ownership: $\chi^2/df=1,981$; RMSEA= 0,067; TLI=0,991; CFI=0,996]. All items were loaded onto their respective factors and higher than 0,5. Results for Cronbach's alpha coefficients for measures ranged from 0,812 to 0,972 indicating that measures used in the study are reliable.

Findings

Mean, standard deviation and correlation coefficients are presented in Table 1:

Table 1: Descriptive Statistics and Correlation Coefficients

Variables	Mean	SD	1	2	3	4	5
1. Quality of work life	3,55	1,19	-				
2. Transactional contract	3,23	0,96	-,137*	-			
3. Relational contract	3,43	1,08	,795***	-,319***	-		
4. Social exchange ideology	3,31	1,34	-,472***	-,026	-,349***	-	
5. Psychological ownership	3,65	0,86	,737***	-,366***	,803***	-,410***	-

***p<0,001; ** p<0,01; * p<0,05

According to Table 1, zero-order correlation results are in the expected direction. Quality of work life correlates with relational contract ($r=,795$; $p=0,000$); and psychological ownership positively ($r=,737$; $p=0,000$) and with transactional contract negatively ($r=-,137$; $p<0,05$). Psychological ownership is related

to transactional contract in the negative direction ($r=-,366$; $p=0,000$) and relational contract in positive direction ($r=,803$; $p=0,000$).

A series of hierarchical regression analyses were performed to test the relationship of work life quality, psychological contract and psychological ownership. Demographic variables were determined as a control group and entered at the first step because previous research findings indicate an association of these variables with psychological contract and ownership. Results are presented in Table 2:

Table 2. Hierarchical Regression Analysis

	Transactional Contract	Relational Contract	Psychological Ownership
	β (S.E)	β (S.E)	β (S.E)
Constant	3,823(.643)***	4,637(.719)***	4,531(.706)***
Age	,351(.084)**	-,250(.094)*	-,175(.093)
Gender	-,113(.130)	-,082(.145)	-,087(.142)
Education	-,019(.148)	-,040(.165)	-,025(.162)
Tenure	-,321(.110)**	-,007(.123)	-,001(.120)
R ² / Δ R ²	,055(.055)	,072(.072)	,038(.038)
Quality of work life	-,143(.077)*	,801(.053)***	,328(.080)***
Transactional contract			-,165(.045)***
Relational contract			,505(.066)***
R ² / Δ R ²	,074/.019	,657(.585)	,707/.669

* $p<0,05$; ** $p<0,01$; *** $p<0,001$; ():Standard Error

Results of the regression analysis show that among the demographic variables only age and organizational tenure has a significant effect. As it can be seen in Table 2, age has a positive effect ($\beta=,351$; $p<0,01$) and organizational tenure has a negative effect on transactional psychological contract ($\beta=-,321$; $p<0,01$). Quality of work life affects relational contract and psychological ownership positively [($\beta=,801$; $p<0,001$); ($\beta=,328$; $p<0,001$), respectively] and transactional contract negatively ($\beta=-,143$; $p<0,05$). Thereby, H1, H2 and H3 are supported. Moreover, it was found that transactional contract has a negative ($\beta=-,165$; $p<0,001$) and relational contract has a positive effect on psychological ownership ($\beta=,505$; $p<0,001$).

In order to determine whether transactional and relational contract mediate the perceived quality of work life and psychological ownership relationship bootstrapping method was used and the confidence interval was set at %95 by using PROCESS Macro 2.16 Model 4. Indirect effects of perceived quality of work life on psychological ownership through transactional and relational contract are presented in Table 3:

Table 3. The Indirect Effect of Quality of Work Life on Psychological Ownership

Mediator	Indirect Effect	Boot SE	Bootstrap CI= %95	
			BootLLCI	BootULCI
Transactional contract	,0378	,0195	,0022	,0809
Relational contract	,4804	,0530	,3809	,5915

According to Table 3, the indirect effects of perceived quality of work life on psychological ownership through both transactional and relational contract are ,0378 and ,4804 respectively and different from zero by a bias-corrected bootstrap confidence interval based on 10,000 bootstrap samples. In other words, perceived quality of work life and psychological ownership relation is mediated by both transactional and relational contract. Thereby, H4 is supported.

To evaluate whether respondents' social exchange ideology moderates the perceived quality of work life and psychological contract relationship, moderated regression analyses were performed. Before analysis, all the independent and dependent variables were standardized. Control variables were entered at first; independent variables were entered at the second step and finally, the interaction term (simple

product of quality of work life and social exchange ideology) was entered to the regression. Results are presented in Table 4:

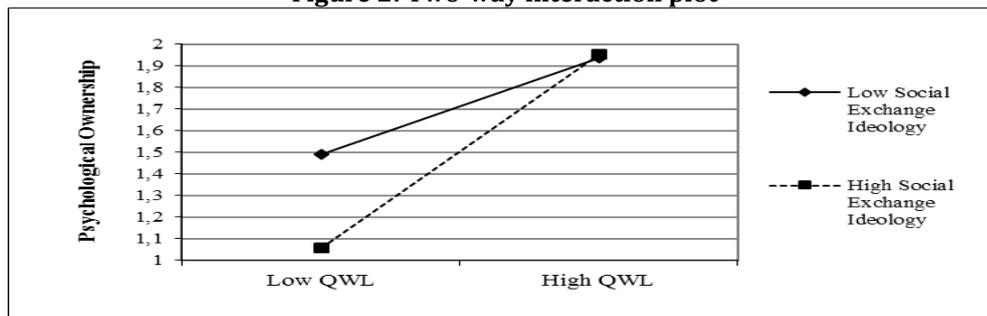
Table 4. Hierarchical Moderated Regression Analyses

	Transactional Contract	Relational Contract	Psychological Ownership
	β (S.E)	β (S.E)	β (S.E)
Constant	3,823(.643)***	4,637(.719)***	4,531(.706)***
Age	,351(.084)**	-,250(.094)*	-,175(.093)
Gender	-,113(.130)	-,082(.145)	-,087(.142)
Education	-,019(.148)	-,040(.165)	-,025(.162)
Tenure	-,321(.110)**	-,007(.123)	-,001(.120)
Transactional psych. Contract			-,177(.045)***
Relational psych. Contract			,509(.065)***
Quality of work life	-,205(.087)**	,821(.060)***	,267(.083)***
Social exchange ideology	-,130(.054)	,042(.037)	-,118(.033)**
R ² / Δ R ²	,086/,031	,659/,587	,717/,679
QWLxSocial exchange ideology	-,127(.065)	,073(.045)	,108(.040)**
R ² / Δ R ²	,103/,016	,664/,005	,728/,011

*p<0,05 **p<0,01 ***p<0,001; ():Standard Error

Table 4 shows that the interaction term (QWLxSocial exchange ideology) is non-significant for the relationship of work life quality and both dimensions of psychological contract. As a result, H5 is rejected. On the other hand, interaction term is significant for the relationship of work life quality and psychological ownership when psychological contract is controlled. In order to explore the nature of this interaction, further simple slopes were computed using high and low (1SD above and below the mean) levels of the moderator (Aiken and West, 1991). Results show that when psychological contract is controlled, quality of work life has a stronger effect on psychological ownership for employees with high social exchange ideology (β =,387; p = 0,000) than for low social exchange ideology (β =,169; p = 0,026). As a result, H6 is supported. Two-way interaction plot is displayed in Figure 2:

Figure 2: Two-way interaction plot



Conclusion

According to research findings, quality of work life is associated with relational contract positively and transactional contract negatively. Beside this, it has been found that the moderating effect of social exchange ideology on the relationship of QWL and psychological contract is non-significant. In other words, positive effect of work life quality on relational contract and negative effect on transactional contract do not vary according to the respondents' social exchange ideology. Although previous studies indicate that employee responses to the benefits provided by the organization differ depending on the degree of employees' social exchange ideology, it was not supported by the recent findings unexpectedly.

Study results also demonstrate that there is a positive relationship between perceived quality of work life and psychological ownership; and it is mediated by psychological contract. When quality of work

life increases; psychological ownership also increases through an increase in relational contract and a decrease in transactional contract. In addition to this, when psychological contract is controlled, it has been founded that the positive relationship of quality of work life and psychological ownership is stronger for the respondents high in social exchange ideology. In other words, regardless of the type and degree of psychological contract respondents have; participants who have a higher degree of social exchange ideology tend to possess the organization psychologically more in return for high quality of work life when compared to the respondents low in social exchange ideology. This result supports the previous studies indicating that employees high in social exchange ideology reciprocate more positively when they get benefits from the organization.

Since high quality of work life results in both individual and organizational positive outcomes, it is important for organizations to take it into account thoroughly. In educational institutions, a high quality of work life can increase teachers' morale and motivation and lead them to develop more positive attitudes toward both their jobs and the organization. Improvements in work life quality may affect not only teachers' well-being at work or school performance and but also education quality in return positively. In order to provide more favorable work environment in schools, it can be recommended that gaps or problematic areas should be identified periodically. It can be done by getting feedback from employees continuously. Exploring their opinions and asking them for suggestions may reveal important information about organizational practices. When problems or shortcomings are identified, it is necessary to work on developing alternative solutions as soon as possible; especially before small problems become bigger. During this period, enabling employees to participate in problem solving or decision-making can be beneficial and thereby, employee motivation can be increased. Moreover, fostering community of spirit via building open communication channels in the organization, treating employees fairly and in a supportive manner, organizing social activities for employees in order to interact outside of their formal roles can also be helpful in creating a positive work environment. Finally, it is also important to consider improvements in work life quality as a continuous process. It can be recommended that re-evaluating and questioning organizational practices in order to enhance QWL should be carried out constantly. For this, building an organizational culture which emphasize continuous improvement is needed. To achieve it, first of all, school management itself need to realize its necessity and advantages; show decisiveness in its efforts, convince employees at all levels of the organization and then invite them to collaborate. Through continuous and collaborative efforts, not only employee well-being and satisfaction will increase; but also, a higher degree of education quality can be achieved in the long run.

Although it can be expected that research findings may contribute to the relevant area; it is important to note that there are a number of limitations of the research. First of all, this is a cross-sectional study. The data were collected from a single source in a single time period. Beside this, the sample consists of teachers working in private schools and as a result, the generalizability of the findings is limited. For this reason, it can be recommended to replicate the study in other organizational contexts and occupational groups in order to have a better understanding of the relationship of quality of work life, psychological contract and psychological ownership within the social exchange perspective. Moreover, the inclusion of person-organization fit, person-coworker fit and the quality of leader-member exchange into the model can be suggested for further research to have a better understanding about the factors leading employees to develop a feeling of psychological possession toward the organization.

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