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Topic of the research: Basic Psychological Needs and Meaning of Work in Organizations:
Exploring the Role of Mediators

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Findings

This thesis uniquely synthesized the relationship between variables such as basic psychological needs, work life balance psychological distress, work centrality, meaningful work, and outcome variables (well-being, work productivity and employee turnover), and conceptualizations to further build and test the proposed model. The focus is on understanding the relationship between these variables and its impact on the outcome variables. It also explicated the role of one mediating mechanisms: meaningful work, and one moderating variable that is perceived organizational support. The development of this model was initially motivated by calls in the literature concerning the dearth of literature on the relationship between the above-mentioned variables especially basic psychological needs and meaningful work. This study has significantly contributed to our understanding of the intricate relationship between work centrality and meaningful work. Furthermore, it has underscored the impact of perceived organizational support on the studied outcome variables. As organisations continue to navigate the challenges of the modern workplace, understanding and leveraging the power of POS is an essential strategy for achieving sustainable success. Thus, the study further examined POS as a moderating variable. However, the findings have suggested that perceived organizational support does not moderate the relationship between meaningful work and these outcome variables. The findings are important as they pave the way for prospective scholarly investigations in this domain, urging scholars to delve deeper into the intricacies of the nexus among meaningful work, perceived organizational support (POS), and outcome variables, while duly considering the moderating elements that may exert influence on these interconnections. Our findings illuminate the pivotal role of meaningful work as it directly influences employee turnover and work productivity, however, it does not exhibit the same direct impact on well-being. Moreover, meaningful work mediates the relationship between work centrality and 2 outcomes variables (employee turnover and work productivity) but does not mediate the relationship between work centrality and well-being. Thus, the empirical analysis of the data yielded substantial evidence,

confirming twelve out of nineteen hypotheses. These results effectively bridge a crucial gap in the existing literature, answering the calls made by researchers such as Rosso et al. (2010), Bailey et al. (2019), and Martel and Pessi (2021) for more comprehensive investigations into the associations involving meaningful work and various other variables. These findings hold significant import as grasping the intricacies and interrelationships inherent in these dynamics will facilitate the achievement of a comprehensive understanding. This comprehensive understanding, in turn, will empower organizations to strategically devise precise interventions intended to reduce turnover rates and elevate levels of employee engagement and well-being. Additionally, this thesis addresses the issue of common method bias by adopting a matched manager-employee approach, thereby enhancing data quality, minimizing biases, and offering a comprehensive view of employee-manager relationships and their implications for organizational outcomes. The validation of the structural model, assessed through path coefficients, moderation analysis, and mediation analysis, revealed that four out of eighteen hypotheses were supported. Furthermore, the study explored differences between employee self-reported and managerial assessments of employee turnover, well-being, and work productivity. It also delved into the relative effects of meaningful work, work centrality, and perceived organizational support on these outcome variables, drawing insights from both employee and manager ratings. Hence, while extant research has predominantly relied on self-reported measures, our approach offers fresh insights into the perspectives of managers, who possess a distinct vantage point in evaluating employee performance and experiences.