

Examining Work Engagement and Job Satisfaction Variables in their Relations with Job Performance and Intention to Quit

Bilal ÇANKIR ^a Selma ARIKAN ^b

^a İstanbul Medeniyet Üniversitesi, İstanbul, Türkiye. bilal.cankir@medeniyet.edu.tr

^b İstanbul Medeniyet Üniversitesi, İstanbul, Türkiye. selma.arikan@medeniyet.edu.tr

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<p>Keywords: Work Engagement Job Satisfaction Performance Intention to quit Education Sector</p> <p>Received 2 April 2019 Revised 14 June 2019 Accepted 21 June 2019</p> <p>Article Classification: Research Article</p>	<p>Purpose – In this study, work engagement and job satisfaction variables; two positive constructs related with employees attitudes to work; and their associations with employee related outcomes such as performance and intention to quit were analysed via the data collected from 988 participants employed in education sector. We aimed to understand the associations and interactions of work engagement and job satisfaction on the outcome variables intention to quit and employee performance.</p> <p>Design / Methodology/ Approach – The data of the study were collected by using UWES (Very Short Form) Utrecht Work Engagement Scale, Job Satisfaction Scale (Babin and Boles, 1998), Intention to Quit Scale (Babin and Boles, 1998) and Performance Scale (Kirkman and Rosen, 1999). Data were analysed by using Simple and Multiple Linear Regression analyses and Sobel tests.</p> <p>Findings – The results of the analyses confirmed that work engagement and job satisfaction were two interrelated but different constructs. It revealed that, job satisfaction was a stronger predictor of intention to quit compared to work engagement, and it was a mediator between work engagement and intention to quit. Work engagement was found to be a stronger predictor on employee performance compared to job satisfaction, and it acted as a mediator between job satisfaction and job performance.</p> <p>Discussion – The results denoted that job satisfaction seems to be a more powerful predictor on negative attitudes such as intention to quit whilst work engagement may be more related to positive results like performance. The findings of the study were evaluated by considering the previous literature on job satisfaction and performance relationship, which have been debated since 1950s. In accordance with the current literature on work engagement, it was concluded that work engagement could be a better predictor of performance for the education sector employees.</p>

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