

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

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ARTICLE INFO	ABSTRACT
<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>

Introduction

While organizations are dealing with the increasing competitive environment and the new paradigm of trade wars added there upon, they desire to acquire maximum benefit from their most valuable asset, human resources; that is to say, they desire to hire high-performing employees. Accordingly, educational institutions are attempting to create a dynamic working environment, where employees can perform high performance for the business and organization and to make employees loyal to the work and the institution. In this context, employee performance is always a research topic for the researchers working in the field of organizational psychology and organizational behavior. For this reason, many studies have been conducted to investigate the relation between different employee attitudes and performance (Ritchie and Newby, 1989; Milani, 1975; Damavandi and Kashani, 2010).

Job satisfaction is one of the most studied variables regarding its relation with employee performance. On the other hand, performance is related to the satisfaction and well-being of the employee; however, employees' engagement to work is seen as a factor that can also positively affect the performance. Work engagement, which consists of vigor, dedication and absorption sub-dimensions, is defined as a positive and satisfying mental state of work (Schaufeli and Bakker, 2003), has attracted a great interest among academicians, although it has been included in the academic literature only for 15 years (eg, Schaufeli and Bakker 2004; Xanthopoulou, Bakker, Demerouti and Schaufeli, 2009; Kompaso and Sridevi, 2010;

Suggested Citation:

Çankır, B., Arıkan, S. (2019). Examining Work Engagement and Job Satisfaction Variables in their Relations with Job Performance and Intention to Quit, *İşletme Araştırmaları Dergisi*, 11 (2), 1133-1150.

Garczynski, Waldrop, Rupprecht and Grawitch, 2013; Alfes, Shantz, Truss and Soane, 2013; Yoon and Kim, 2014; Van Berkel, Boot, Proper, Bongers and van der Beek, 2014; Seppälä et al., 2015; Bakker and Albrecht, 2018). In addition, the number of researches and articles published in this subject is increasing and there have been various studies on scale development (eg, Ardiç and Polatçı, 2009; Özsoy, Filiz and Semiz, 2013; Kanten and Yeşiltaş, 2013; Turgut, 2013; Çankır and Yener, 2017; Arslan and Demir, 2017, Taş, 2018). In this study, "Work Engagement" concept, which was introduced to the literature by Schaufeli et al., and translated into Turkish by Turgut (2010) as "çalışmaya tukunluk", will be examined with its effects on employees working in education sector.

On the other hand; job satisfaction is one of the oldest concepts in the field of organizational psychology and behavior with its positive relation to work performance. Job Satisfaction's relation with performance and other business outcomes are investigated much more, compared to the work engagement construct. However, even though positive relationships between job satisfaction and job performance can be seen in the studies and meta analyses, it has been observed that the correlation coefficients are generally low and low-medium level (e.g. Brayfield and Crockett, 1955; Vroom, 1964; Petty, McGee and Cavander, 1984; Lafaldano. and Muchinsky, 1985; Judge, Thoresen, Bono and Pottton, 2001, Wright 2006, Demerouti and Cropanzano, 2010). Therefore, researchers such as Lyubomirsky, King and Diener (2005), Wright (2006) and Zelenski, Murhy, and Jevkins (2008) have argued that concepts related to positive emotions such as employee's well-being and happiness may better predict performance other than job satisfaction (cited in, Demerouti and Cropanzano, 2010). Unlike negative emotions, employees with positive emotions have various personal resources such as physical (physical skills, such as being healthy), social (such as having good relationships, having social support networks), intellectual (like knowledge) and psychological (self-efficacy, optimism) resources. These personal resources are very important in dealing with job demands and performing well (Bakker, Tim & Derks, 2012). On the other hand negative employee attitudes like intention to quit emerges based on reasons such as; the inability to have these resources or these resources to be under the personal expectations, the high number of job demands and the lack of management support, blocked future career paths and progress. Job satisfaction is a positive attitude towards employees' work and this attitude is influenced by organizational resources. (Luthans, 1995, cited by Yumuşak, Özafşarlıoğlu and Yıldız, 2013). Based on these points; this research will examine the associations of work engagement and job satisfaction as antecedent variables to outcome variables intention to quit and performance.

1.1. Work Engagement

The word engagement is derived from the verbal root "to engage" in English. In the original sense, the word "to engage" is defined as holding a thing or someone hostage, or promising something (McIntosh and Turnbull, 2005). Research on work engagement has been made in different perspectives. The first of these, Personnel Engagement concept, was first used by Gallup Consulting (Saks, 2006). According to Gallup's definition, personal engagement is defined as someone's emotional bonding with their work and co-workers, and a state of cognitive willingness and enthusiasm (Schaufeli and Bakker, 2010). It was Kahn who first identified the concept of Personal Engagement in the academic and psychological context (as cited in, Shuck and Wollard, 2010). William A. Kahn (1990) stated that the harmony between employees' personalities and job roles has varying levels of physical, cognitive and emotional impacts on the members of the organization and this has different outcomes for both their work and their experiences. Kahn revealed the concept of personal engagement and attempted to explain the psychological situation that effected it with meaningfulness, trust and convenience dimensions (Kahn, 2012). As it can be seen from the definition, it is seen that personal engagement has a focus on the personal characteristics of the employee and the motivation of the person to do the work. Job engagement, another concept examined in the literature related to personal engagement, was defined by Maslach and Leiter as the opposite of the concept of burnout. Work engagement is defined as the employee not showing symptoms of burnout (Maslach and Leiter, 1997). These researchers have described work engagement, considering the definition of burnout. Maslach and Leiter's work on burnout has provided identification with such a perspective. While Maslach and Leiter define three dimensions of burnout as emotional exhaustion, desensitization and low sense of achievement, they refer to three dimensions of engagement as energy, commitment and competence. Researchers, as noted, particularly focused on the claim of burnout to be the opposite of work engagement.

The construct of work engagement, which is the most recent approach to personal engagement, has been introduced to the literature by Wilmar B. Schaufeli et al. These researchers describe the work as a positive and satisfying mental state of work, composed of the sub-dimensions of engagement, vigor, dedication and absorption (Schaufeli and Bakker, 2003). Work engagement, with its emotional-cognitive dimensions, is a continuous state, not a temporary one for a short period of time (Koyuncu, Burke and Fiksenbaum, 2006). From the three sub-dimensions of work engagement emphasized in the definition, vigor is expressed as "a high level of energy and mental resilience while working". In other words, it means that one is willing to give his/her energy to work, and persistent even if they face challenges. The dedication is related with the emotions of "significance, enthusiasm, inspiration, pride and challenge" (Schaufeli, Salanova, Gonzalez-Roma and Bakker, 2002). Absorption, is defined as "being fully focusing and deeply involved in one's work whereby time passes quickly and one has difficulties with detaching oneself from work" (Schaufeli et al., 2002).

Work engagement and being a workaholic can be considered as two interrelated concepts, which are mostly mixed up with each other. According to Oates, who was the first person discussing the concept of workaholism in the literature, workaholism is defined as the mood that the employees feel uncomfortable when they leave the work, and become coalesced into the work up to the degree of dependence (Oates, 1971). Workers who are engaged to work, on the contrary to the negative features seen in workaholism, are not extremely and impulsively dependent on their jobs, but their work is a source of entertainment for them (Bakker and Demerouti, 2008). Accordingly, work engagement is thought to be a different construct from workaholism (Schaufeli et al., 2006).

Studies have shown that work engagement is a significant predictor on high work performance (Bakker, Schaufeli, Leiter and Taris, 2008). For example, Reijseger, Peeters, Taris, and Schaufeli (2017) have shown that food industry employees who are highly engaged to work have higher scores in terms of both extra and in-role performance. In addition, a negative association was found between the counterproductive or deviant work behaviours and work engagement. Fredrickson (2003) also stated that positive emotions caused by work engagement lead to a better use of cognitive resources by expanding the employee's point of view and thus enhancing employee's performance. Many studies in different cultures and sectors have always emphasized the positive relationship between work engagement and job performance (eg Bakker and Bal, 2010; Bakker, Demerouti, Verbeke, 2004; Christian, Garza and Slaughter, 2011; Giervel and Bakker, 2005; Salanova, Agut and Peiro, 2005; Schaufeli, 2009; Schaufeli, Taris, and Bakker, 2006)

1.2. Job satisfaction

Job satisfaction is the positive attitude that comes out when an employee evaluates or experiences his or her work (Locke, 1969). Job satisfaction is an emotional assessment based on many factors in terms of work and therefore it cannot be touched nor seen, it only emerges with expressions and behaviors. Generally, job satisfaction is associated with employees' evaluations about how much the results and the outputs meet their work related expectations (Çankır, 2016). Job satisfaction is the evaluation of work conditions (work itself, behaviors and attitudes of management and managers, organizational climate) or results obtained from work (wage, job security) by the employee. Job satisfaction consists of internal analysis, evaluation and response to the perceptions of the employee about the work and organizational climate through the system of expectations, rules and values (Schneider and Snyder, 1975, cited by Çekmecelioglu, 2005). The most important feature of job satisfaction is that it is emotional rather than being mental. Job satisfaction is the subjective evaluation of the employees on their job. However, in making this evaluation, it is affected by many of the above mentioned variables. Job satisfaction was examined by many researchers in the literature; the studies conducted in Turkish literature examined the relationship between job satisfaction and concepts such as management style and working conditions (Erdil et al., 2011), life satisfaction (Asan and Erenler, 2008), organizational trust (Yazicioglu, 2009) and work commitment (Kömürçüoğlu, 2003).

Job satisfaction is a positive concept just as work engagement. In addition, both concepts can be observed with the behaviours of employees because they characterize their employee attitudes. However, work engagement is related to dedication and commitment, unlike matters of job satisfaction; It is also defined as the work of employees with his/her own will and hence their performance are likely to go beyond the given job descriptions to enable the organization for achieving its goals (Bakalçı, 2010). In the literature, there are

studies investigating the relationship between both variables (Giallonardo et al., 2010; Høigaard et al., 2012; Yeh, 2013; Rayton and Yalabik, 2014). In the results of the aforementioned research, there is a significant and positive relation between job satisfaction and work engagement. In Turkey, the relationship between job satisfaction and work engagement is investigated by Şahin and Çakır (2010) and it was concluded that there was a significant and positive relationship between the two variables. In this context, we also expect a positive and significant association between work engagement and job satisfaction of the employees in the education sector.

Hypothesis 1: There is a positive relation between work engagement of the employees and job satisfaction.

1.3. Intention to Quit

No employee wants to start a job with an intention of leaving. With some negative developments, people who are especially experiencing gaps in psychological contracts (Argyris, 1960; Rousseau, 1989) and people whose expectations have not been met (Rousseau, 1995; cited by Çankır, 2010) may begin to think of breaking away from the organization over time. Intention to quit can be defined as making an informed decision or intending to leave the organization or the organization climate (Tett and Meyer, 1993). In another definition, intention to quit means the disengagement of the employee from the organization and the organization's environment and employee only fulfils his/her job roles at the minimum required level (Seçer, 2009).

Positive emotion theory is a theory associated with the intention to quit. According to Fredrickson (2001), the personal resources of the employees who receive positive feedback or appreciation are prone to develop further positive emotions, and these positive emotions induce the individuals to push themselves to try new things. At the same time, due to the norm of reciprocity theory, the employee receiving positive feedback will do his/her best in response (Gouldner, 1960; as cited in Çankır, 2016). Conversely, if the organization does not appreciate an employee sufficiently and does not provide positive feedback and resources to the employee, it cannot be expected for the employees to have positive thoughts about the place where they are working. If, after a certain time, the organization cannot respond to the expectations of its employees and is indifferent to their development, the employees may consider leaving the job and the organization. Although this theory is a general theory, there may be variations according to the organizational conditions and individual characteristics.

Bhatnagar (2012) concluded that there was a significant and negative relationship between work engagement and intention to quit. In another study, Hallberg and Schaufeli (2006) achieved to find similar results and found a significant and negative association between work engagement and intention to quit. As a result of the research conducted by Yalabik et al. (2013), a significant and negative relationship was also found between two variables. Researches where both variables had been investigated were also conducted in Turkey. In one of these studies (Akgün, 2017), in line with previous studies, emphasis is placed on the negative relationship between the work engagement and intention to quit. Again in the Turkish sample, Harputluoğlu and Polat (2017) showed that the relationship between work engagement and intention to quit was significant and negative. In this context, we also expect a negative and significant relationship between work engagement and intention to quit.

Hypothesis 2: There is a negative relationship between work engagement of the employees and intention to quit.

Many previous studies have identified a significant and negative relation between job satisfaction and intention to quit (Begley and Czajka, 1993; Lum et al., 1998; Cote and Morgan, 2002; Scott et al., 2003; Limve et al., 2017). There are also several studies that has investigated the relation between job satisfaction and intention to quit; for example, Çekmecelioğlu (2006) concluded that there is a negative relationship between two variables. In another study, Poyraz and Kama (2008) also found a negative relationship between job satisfaction and intention to quit. In this context, we also expect a negative association between job satisfaction and employees' intentions to quit.

Hypothesis 3: There is a negative relationship between job satisfaction of the employees and intention to quit.

A literature review was conducted in order to find the studies that examined the variables of work engagement, job satisfaction and intention to quit together, and only one study was found (Høigaard et al., 2012). According to the results of this study, It was concluded that there is a significant and positive relationship between work satisfaction and work engagement and both work engagement and job satisfaction were negatively associated with intention to quit. No similar study could be found examining all three variables, and conducted in Turkey.

1.4. Job Performance

According to TDK (2018), performance means “success, achievement while performing any work, or in a game, job, etc.". Job performance has a process dimension (behavioral) and an outcome dimension (Borman and Motowidlo, 1993). The behavioural dimension emphasizes what the employees do in the workplace, i.e. the action itself (Campbell et al., 1990). Performance includes specific behaviours (e.g., sales conversations with customers, programming computer software, assembling parts of a product). The outcome dimension of the job performance focuses on the outcome of the person's behaviour. However, the outcome dimension of the performance may be affected by other external factors. For example, although a salesperson does his or her job well, the sales figure may be low for some reason depending on customers. Or, although a teacher in high school instructs the courses very well, the success of the course may be low due to low motivation and unwillingness of the students to learn the course materials. Therefore, job performance should be addressed in a multifaceted way.

As mentioned earlier, the positive relation between work engagement and job performance has been emphasized by researchers many times. Meta- analysis studies showing that the work engagement is an important indicator of job and organizational performance is also available in the literature (Bakker, 2017). There are studies in the literature that detects the relationship between work engagement and job performance as significant and positive (eg Salanova, Agut and Peiró, 2005; Shimazu and Schaufeli, 2009; Rich, Lepine and Crawford, 2010; Demerouti, Bakker and Gevers, 2015; , 2016; Reijseger, Peeters, Taris and Schaufeli, 2017).

The relation between job satisfaction and performance has been examined by many researchers in the literature in both Turkey and the rest of the world (Ceylan and Ulutürk, 2006; Yazicioglu, 2010; Gurbuz and Yüksel, 2011) and significant and positive relations were determined between both variables in related researches. In addition, also in studies that investigate job satisfaction, job performance and intention to quit together (Poon, 2004; Erkuş and Fındıklı, 2013), it was concluded that there is a significant and positive relationship between job satisfaction and work engagement and there are significant and negative associations of work engagement and job satisfaction variables to intention to quit.

When the literature was reviewed, the studies examining the relation between intention to quit and the performance share the finding of significant and negative correlation between two variables (Tuten and Neidermeyer, 2004; Zimmerman and Darnold, 2009; Çelik and Çıra, 2013; Begenirbaş and Çalışkan, 2014 ; Fabi et al., 2015). There was only one study examining the relation between work engagement and intention to quit, and performance (Halbesleben and Wheeler, 2008); this study found out that the intention to quit had a significant and negative relation with the other two variables whereas there was a significant and positive relationship between work engagement and job satisfaction.

Based on these literature we expect that:

Hypothesis 4: There is a positive relationship between work engagement of employees and performance.

Hypothesis 5: There is a positive relation between employees' job satisfaction and performance.

Hypothesis 6: There is a negative relation between employees' intention to quit and performance.

In this context, our study is important since it examines the associations among work engagement, job satisfaction, intention to quit and performance at the same time, and it focuses on the education sector employees who have a critical importance for our country.

2. Method

2.1. Sample The sample of the study consisted of 988 participants in the education sector (working in kindergarten, primary school, and secondary education and higher education institutions). 393 of the participants were male and 595 were female; 63 were also senior executives, 178 were mid-level/ junior managers and 747 were experts. Other demographic data such as age, seniority, marital status and education level of the participants were categorically collected and these characteristics are summarized in Table 1. As seen in the table, the majority of the participants are young participants between the ages of 18-39. Most of the participants have a bachelor's degree in higher education.

Table 1: Demographic Characteristics of Participants

	Male	Female					
Gender:	393	595					
Age Range	18-24	25-32	33-39	40-49	50-59	60-64	Over 65
	366	269	189	125	33	5	1
Marital Status	Married	Single	Other				
	388	577	23				
Position	Senior Executive		Intermediate / Subordinate Executive		Expert		
	63		178		747		
Seniority	5 months and less	6 months - 1 year	1-2 years	3-4 years	5-7 years	8-10 years	10 years and above
	154	111	168	192	122	61	180
Education level	Primary school	High school	Undergraduate	Graduate	Doctorate		
	12	96	753	102	25		

2.2. Measurement:

The survey used for data collection consisted of five sections. First of all, a demographic information form was used to determine the age, gender, position, seniority, marital status and education level of the participants. In addition to these questions, data related to the variables of the study were collected by using the Utrecht Work Engagement Scale Very Short (UWES Very Short), Job Satisfaction Scale, Performance Scale and Intention to Quit Scale.

2.2.1. Utrecht Work Engagement Scale Very Short Form (UWES Very Short): This scale is a very short form, consisting only 3 items, of the Utrecht Work Engagement Scale (UWES) form, which is developed by Schaufeli et al. and originally consisting of 17 items and has a short form consisting of 9 items. It was shown in the study by Schaufeli, Shimazu, Hakanen, Salanova and De Witte (2017) that the very short form consisting of three items works just like a 17-item long form and a 9-item short form and was able to measure the construct of Work Engagement. In addition, it is accepted with this study that the form with 3 articles measures the Work Engagement structure in a valid way for different countries such as Finland, Japan, the Netherlands, Belgium (Flemish Region) and Spain. In the scale, it was found sufficient to use an item for each of the 3 sub-dimensions of the Work Engagement structure. These items and the dimensions they measure are as follows: "Vigor" dimension with item containing the expression, " *At my work, I feel bursting with energy*", "Dedication" dimension with the item containing the expression, " *I am enthusiastic about my job*", "Absorption" dimension with the item containing the expression, " *I am immersed in my work*".

In our study, each item was assessed by the participants as (1) "Strongly Disagree", (2) "I Do Not Agree", (3) "I am Undecided", (4), I Agree, (5) "I Totally Agree", according to the five-point Likert Scale. In the internal consistency analysis of the data collected from 988 people working in the education sector, the Cronbach α value of the scale was found to be 0.89, respectively. Cronbach α value of the scale in the internal consistency analysis of the research performed by Çankır and Şahin (2018) was found to be 0.83.

2.2.2. Job Satisfaction Scale: In order to evaluate the level of job satisfaction of the employees, a 5-item Job Satisfaction Scale, consisting of 1 straight and 4 reverse items and developed by Babin and Boles (1988), was

used. Turkish adaptation of the scale was done earlier by Büte (2011). Each item of the scale was evaluated by the participants as (1) "Strongly Disagree", (2) "I Do Not Agree", (3) "I am Undecided", (4), I Agree, (5) "I Totally Agree", according to the five-point Likert Scale. In the internal consistency analysis of the data collected from 988 people in our sample group, the Cronbach α value of the scale was found to be 0.80, respectively.

2.2.3. The Intention to Quit Work Scale: In order to evaluate the attitudes of the participants towards their intention to quit, the 3-item intention to quit scale developed by Babin and Boles (1988) and adapted to Turkish by Büte (2011), was used. Each item of the scale, just as in the other scales, was evaluated by the participants as (1) "Strongly Disagree", (2) "I Do Not Agree", (3) "I am Undecided", (4), I Agree, (5) "I Totally Agree", according to the five-point Likert Scale. The Cronbach α value of the scale as a result of the internal consistency analysis of 988 participants was found to be 0.84 and it was observed that the scale was reliable.

2.2.4. Performance Scale: The participants' opinions about their performance were measured with a 4-item self-assessment scale. Previously, Kirkman and Rosen (1999) developed the scale, and the same scale was used in the study of Sigler and Pearson (2000). The scale was previously used by Çöl (2011), in the Turkish sample. Each item of the scale was assessed as (1) "Strongly Disagree", (2) "I Do Not Agree", (3) "I am Undecided", (4), I Agree, (5) "I Totally Agree", according to the five-point Likert Scale and Cronbach α value in the internal consistency analysis of 988 participants was found to be 0.87, respectively.

2.3. Procedure:

The data of the research was collected online. The target audiences were informed in advance and the participants who accepted to participate in the research were sent a link to the web address of the survey questionnaire. The participants accessed and completed the questionnaire by clicking on this link. Data were collected over a period of approximately three months.

2.4. Data Analysis:

Analysis of the data collected from a total of 988 participants were performed by IBM SPSS Statistics 22 program. The frequency analysis was performed for the demographic data of the participants, the relationship between the variables was first evaluated by Pearson's r Correlation analysis. In order to test the model and hypotheses, Linear Simple Regression (Enter Method) and Linear Multiple Regression (Step Wise Method) analyses were performed. In order to test the mediating role of variables, the method suggested by Baron and Kenny (1986) and SOBEL tests were initially applied.

3. Results:

Pearson's r Correlation analysis was performed to determine the relations among the variables before conducting the hypothesis tests and testing the general research model. Correlation analysis results are presented in Table 2. As can be seen in the table, there is a moderately significant relationship between job satisfaction, which can be defined as positive working attitude, and work engagement, in congruence with previous studies ($r: .50, p < .01$), and a negative relation was found between intention to quit and both of these two variables. In particular, the relation between job satisfaction and intention to quit ($r: -.73, P < .01$) is at a high level. Even though, a significant relationship was found between job satisfaction and performance ($r: .34, p < .01$), it is noteworthy that there is a higher level of relationship between the performance variable and the work engagement ($r: .74, p < .01$). These findings are consistent with **Hypothesis 1**, in which we predicted a positive relationship between work engagement and job satisfaction; **Hypothesis 2**, in which we predicted a negative relationship between work engagement and intention to quit; and **Hypothesis 3**, in which we observed a negative correlation with job satisfaction and intention to quit. It also supports **Hypothesis 4**, **Hypothesis 5** and **Hypothesis 6**, which establish relationships between performance and other variables. These relations were also investigated by linear regression analyses.

Table 2: Average of variables, standard deviations and correlations between variables

	Avg.	Dev.	1	2	3	4
Work Engagement	6.18	2.63	1			
Job satisfaction	10.52	4.02	.50**	1		
Intention to quit	12.05	2.81	-.36**	-.73**	1	
Job Performance	8.10	3.07	.74**	.34**	-.20**	1

**p<.01

Simple and multiple linear regression analyses were conducted to examine the relationship between job satisfaction, work engagement and intention to quit. First of all, a simple regression analysis was conducted between work engagement and intention to quit ($R^2: .13$, $F: 145.255$, $p > .01$) ($\beta_{workengagement}: -.358$, $p < .01$) and **Hypothesis 2** was supported, and the predictability between job satisfaction and intention to quit was examined by a simple regression analysis. ($R^2: .53$, $F: 1101.078$, $p < .01$) ($\beta_{jobsatisfaction}: -.726$) and **Hypothesis 3** was also supported. Then, multiple linear regression analysis was used to investigate the predictability of job satisfaction and work engagement variables on intention to quit, as independent variables. According to the results of multiple linear regression analysis, when the work engagement and job satisfaction variables are included in the regression analysis at the same time, the predictability of work engagement on intention to quit turned out to be insignificant. ($R^2: .53$, $F: 550.073$, $p < .01$) ($\beta_{jobsatisfaction}: -.730$, $p < .01$). This, according to Baron and Kenny's (1986) article, suggested that job satisfaction acted as a mediator in this relation. In this context, the predictability of work engagement on job satisfaction was tested by simple regression and the result was found to be significant. ($R^2: .25$, $F: 330.491$, $p < .01$) ($\beta: .501$, $p < .01$) and **Hypothesis 1** was also supported by the regression analysis. These analyses are consistent with the requirements of Baron and Kenny (1986) for mediation and indicated full mediation. The results of the regression analysis, which examines the relations among work engagement, job satisfaction and intention to quit, are presented in Table 3. In addition to these analyses, a SOBEL test was also performed to confirm the mediation role of job satisfaction in the relationship between the work engagement and the intention to quit, and it was confirmed that the variable of job satisfaction is the mediator variable (*Sobel*: -15.559 , *Sd.H*: $.03$, $p < .01$). The results are presented in Table 3 and visually in Figure 1.

Table 3: Prediction of Work Engagement and Job Satisfaction Variables on intention to quit:

Dependent Variable	Intention to quit		
Independent Variable	Work Engagement		
Adjusted R²: .13	F test: 145.255	Significance: .000	
Variable in Equation	Beta	T	P
Work Engagement	-.358	-12.052	.000
Dependent Variable	Intention to quit		
Independent Variable	Job satisfaction		
Adjusted R²: .53	F test: 1101.078	significance: .000	
Variable in Equation	Beta	T	P
Job satisfaction	-.726	-33.182	.000
Dependent Variable	Job satisfaction		
Independent Variable	Work Engagement		
Adjusted R²: .25	F test: 330.491	Significance: .000	
Variable in Equation	Beta	T	P
Work Engagement	.501	18.179	.000
Dependent Variable	Intention to quit		
Independent Variables	Work Engagement, Job Satisfaction		
Adjusted R²: .53	F test: 550.073	Significance: .000	
Variable in Equation	Beta	T	P
Job satisfaction	-.730	-28.8f2	.000

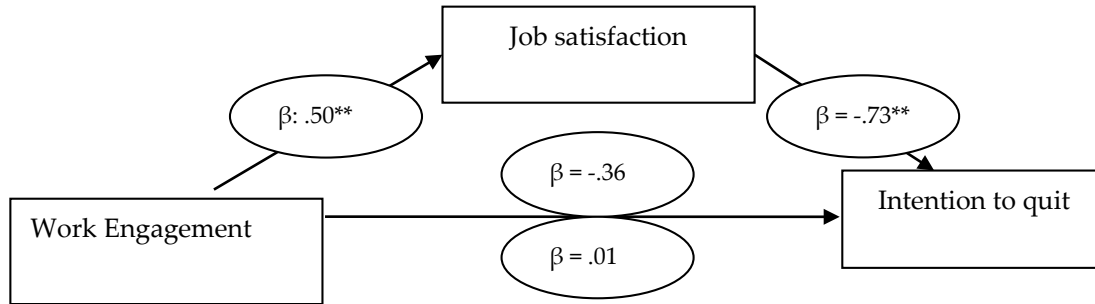


Figure 1: The Mediating Role of Job Satisfaction between Work Engagement and Intention to Quit

Simple and multiple linear regression analyses were conducted in order to examine the relationship between work engagement, job satisfaction and performance. First of all, the relation between work engagement and performance was examined by simple regression analysis and it was observed that work engagement predicted performance significantly. ($R^2:54$, $F: 1170.062$, $p<.01$) ($\beta_{workengagement}:.737$, $p<.01$) thus **Hypothesis 4** was also supported. Later, the same analysis was also done to evaluate the relation between job satisfaction and performance. ($R^2:12$, $F: 132.233$, $p<.01$) ($\beta_{jobsatisfaction}:.344$, $p<.01$) and **Hypothesis 5** was also supported. It was observed that the predictability of job satisfaction variable disappeared when the variables of Work Engagement and Job Satisfaction were both included in regression analysis as independent variables. ($R^2:54$, $F: 586.442$, $p<.01$) ($\beta_{workengagement}:.754$, $p<.01$). This situation has brought to mind that the work engagement acted as a mediator in the relation between job satisfaction and performance variables. It was also found by simple regression analysis that the job satisfaction also predicted the work engagement ($R^2 :.25$, $F: 330.491$, $p<.01$) ($\beta_{jobsatisfaction}:.501$, $p<.01$). In addition, the SOBEL test has confirmed that the work engagement was the mediator variable in the relation between job satisfaction and performance ($Sobel: 15.574$, $Sd.H:.02$, $p<.01$).The results are presented in Table 4 and Figure 2.

Table 4: Prediction of Job Satisfaction and Work Engagement Variables on Performance:

Dependent Variable	Performance		
Independent Variable	Work Engagement		
Adjusted R²: .54	F test: 1170.062	Significance: .000	
Variable in Equation	Beta	T	p
Work Engagement	.737	34.206	.000
Dependent Variable	Performance		
Independent Variable	Job satisfaction		
Adjusted R²:.12	F test: 132.233	significance: .000	
Variable in Equation	Beta	T	p
Job satisfaction	.344	11.499	.000
Dependent Variable	Work Engagement		
Independent Variable	Job satisfaction		
Adjusted R²:.25	F test: 330.491	Significance: .000	
Variable in Equation	Beta	t	p
Job Satisfaction	.501	18.179	.000
Dependent Variable	Performance		
Independent Variables	Work Engagement, Job Satisfaction		
Adjusted R²:.54	F test: 586.442	Significance: .000	
Variable in Equation	Beta	t	p
Work Engagement	.754	30.294	.000

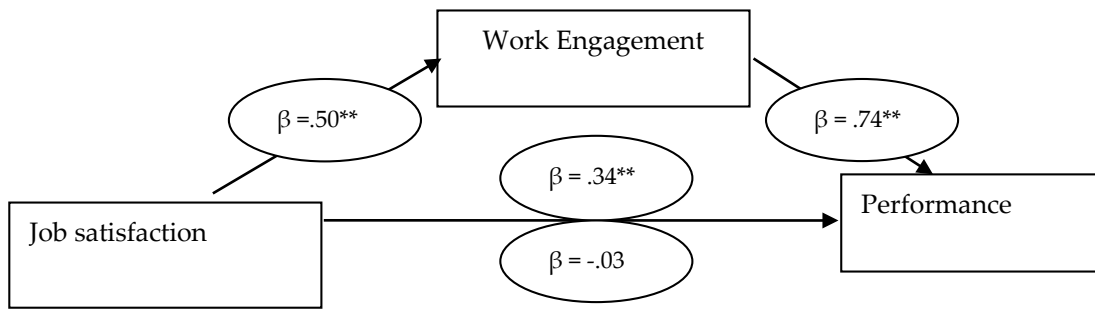


Figure 2: The Mediating Role of Work Engagement between Job Satisfaction and Performance

4. Discussion

Job satisfaction has been one of the most studied variables in occupational and organizational psychology. However, despite the positive relationship between job satisfaction and the performance, it is still controversial that in many studies the correlation coefficients are only low to moderate. This has led researchers to explore different employee attitudes that can better predict job performance as an alternative to job satisfaction. Work engagement as one of the variables for predicting positive work related results, is considered as one of the main topics and predictor variables of this research along with job satisfaction. Intention to quit and performance of employees' were examined as two outcome variables that might have an impact on the work results associated with employee attitudes. As it is a cross-sectional study, the relation between these variables were examined within the scope of our research and our research question has been formed as how the work engagement and job satisfaction might affect performance and the intention to quit, in relation with each other.

A correlation analysis was performed to roughly determine the relations between these four variables in the first stage and a significant and remarkable positive relationship was found between work engagement and job satisfaction. It was observed that both variables were negatively correlated with intention to quit, which can be defined as a negative employee attitude variable, and positively correlated with the performance variable, which is a positive work outcome variable. However, the association between work engagement and performance was found to be remarkably high compared to job satisfaction ($r: .74, p < .01$). On the other hand job satisfaction had a higher and significantly negative relation with intention to quit when compared to work engagement variable ($r : -.73, p < .01$).

Regression analyses were performed to test our hypotheses and to determine the mediators between antecedent and outcome variables. In all simple linear regression analysis, while job satisfaction and work engagement variables were alone, they predicted intention to quit and performance that we perceive as outcome variables, positively as expected. However, when we included both antecedent variables together in multiple regression analysis, the predictability of job satisfaction on performance and work engagement on intention to quit was eliminated. In this case, according to the suggestions of Baron and Kenny (1986), the mediator variable analysis was conducted and it was observed that the work engagement was the mediating variable between job satisfaction and performance. Job satisfaction was also found to be fully meditating the relationship between work engagement and the intention to quit that is, the variable of job satisfaction, predicting a much better and higher level of intention to quit, leads to a significant negative relationship between work engagement and intention to quit. These results were also confirmed by the SOBEL test.

These findings would be easier to explain when we focus on the definitions of work satisfaction and work engagement constructs. Job satisfaction is a situation, where the employee feels positive feelings about his / her work life and experiences (Demerouti and Cropanzono, 2010). On the other hand, work engagement covers the general approach to the work and working and includes the ability and willingness to do the work (Demerouti and Cropanzono, 2010; Schaufeli and Bakker, 2004). In this respect, the performance variable is a variable especially affected by the capacity and motivation of the employee to do the job; in order to hire higher performing employees, all enterprises are focused on identifying highly motivated candidates who have the necessary skills, talents and competencies, that is, the capacity and the willingness

to do and work. (Schmitt and Chan, 1998; Ployhart, Schneider and Schmitt, 2005; Aamodt, 2012). On the other hand, as Brayfield and Crockett (1955), one of the first important review studies on job satisfaction, stated that job satisfaction is not sufficient to provide enough motivation to show high performance. In addition, studies showing low and medium-low associations between two variables support this idea (Wright, 2006; Lafaldano and Muchinsky, 1985; Petty, Mc Gee and Cavander, 1984, Vroom, 1964).

The research findings are also consistent with various motivational theories. One of the earlier but essential studies, Herzberg's Two Factor Theory, is one of these theories. In his Two Factor Theory, which is based on his work with accountants, Herzberg divided working conditions and work-related factors into two factors: hygiene factors and motivating factors. In this theory, Herzberg described the factors such as wages, working conditions, interpersonal relations, company policy and employee-manager relations as a hygiene factor and stated that the employee could experience job dissatisfaction and the desire to continue work would decrease. In this sense, the high negative relationship between job satisfaction and intention to quit is consistent with what Herzberg says about hygiene factor and dissatisfaction. For motivation that enables us to demonstrate better business performance, there is more than the satisfaction, and especially in terms of the nature of the job and the meaning that the employee places on them, such as the possibility of self-improvement and progress, responsibility, the meaning of the job, regardless of the external conditions that will provide internal motivation (Robbins and Judge, 2012; DeShields, Kara and Kaynak, 2005). In this respect, the work engagement, which represents a positive attitude and motivation for the work and the work done, predicts the performance better than the job satisfaction. According to Wright (2006), Lyubomirsky, King and Diener (2005), Zelenski, Murphy and Jenkins, employee wellbeing seems to be a better variable than job satisfaction to predict performance. The work engagement is a variable that is more connected with employee well-being, with vigor and being energetic towards working, dedication and absorption to work which lead to flow experiences at work.

The variable of work engagement, which is characterized by a high level of energy and vigor towards the work, and a high level of dedication and concentration to the job, tends to be a variable associated with the employee rather than the external conditions such as the work environment, unlike job satisfaction. As a matter of fact, some previous studies showed that people who are engaged to work have certain personality traits. For example, according to Bakker, Tims and Derks (2012), employees who have a proactive personality tend to be more engaged to their work because they can increase the resources that motivate them by shaping their own business environment and can set new challenging goals. Akhtar, Boustani, Tsivrikos and Chamorro-Premuzic, (2015) also found that personality traits such as emotional intelligence, interpersonal sensitivity, perseverance, extraversion, compliance and self-discipline are related to work engagement. Bakker et al. (2012) also found a significant and positive relationship between the duty performance and the work engagement. Akhtar, Boustani, Tsivrikos, and Chamorro-Premuzic (2015) concluded in their study of the relationship between the Big –Five Personality Traits (Openness - Conscientiousness - Extraversion - consociationalism - Neuroticism) and the work engagement that work engagement has positive relationships with the first four characteristics, and a negative relation with neuroticism. Accordingly, it can be concluded that the work engagement is related to personality variables and thus, predicts performance. It is possible that the dedication and absorption dimension of work engagement can also be related with the dedication to job goals. The Goal Setting Theory of Locke and Latham (1990) and Bandura's (1997) Social Cognitive Theory of motivation stresses the importance of dedication to goals and goal related feedback on increasing the performances of the employees.

Moreover absorption dimension of work engagement is related with the positive experience of Csikszentmihalyi's (1997) flow experience. Csikszentmihalyi (1997) defined flow as a state of consciousness in which a person is involved deeply what he/ she is doing that nothing else out of this activity seems to be so important and the person who is in a flow state enjoys the activity that he/she is doing. Flow is a positive experience that leads to positive emotions and according to Fredrickson's (2001) The Broaden-and-Build Theory of Positive Emotions, the positive emotions act as resources and have the capacity to broaden the view and performance of the people in a positive manner. This could be the case for highly engaged employees. They might be so engaged while they are working that they are absorbed to their tasks and experience the enjoyable statement of flow which is a rewarding experience by itself increasing their positive emotions, resources and work motivation for higher performance. Kuo and Ho's (2010) study showed that

flow experiences of employees were directly and positively related with the service quality of the employees which is one of the most important indicators of job performance for employees. For further studies flow experience can also be added to the research model to understand its relations and role in the associations among our research variables.

One striking result of the study is that the average of job satisfaction of educators is low (10.52). In our country, it is possible that such a result has been reached as a result of the incompatibility between the expectations and desires of the educators and the sources of the work. Educators has the most important mission in raising the future generations of our country. In this respect, the causes of low job satisfaction should be questioned and solutions should be generated.

The most important limitation of the research is that it is cross-sectional. The fact that all data, including the performance variable, were taken from the employees and not taken from different evaluators, such as managers and customers, is also other limitation. Social desirability affect can be the other limitation of this study, since it consists a desire to give socially desired answers. The fact that all data were taken from the same people may have led to common method bias. In addition, it is a known fact that there are many different variables affecting the variables involved in the study. However, as all of these variables cannot be included in the research model within the scope of this research, the research is limited by ignoring the effects of these variables. All these limitations should be taken into consideration when interpreting the findings of this research.

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