The Mediating Role of Work Engagement in The Relationship Between Employees' Social Courage Behaviors and Job Satisfaction*

(Çalışanların Sosyal Cesaret Davranışları ile İş Tatmini İlişkisinde İşe Angaje Olmanın Aracılık Rolü)

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Abstract

The main purpose of this study was to reveal the mediating effect of work engagement in the effect of employees' social courage behaviors on job satisfaction. In this study, which is based on a quantitative research method, the data were collected by questionnaire method. The employees of a municipality located within the borders of Adıyaman province constitute the research universe. Questionnaires collected through face-to-face interviews were analyzed with the help of statistical programs. Data were collected from 365 participants. As a result of the statistical analysis, it was determined that the relationship between social courage and job satisfaction was partially mediated by work engagement.

Öz

Bu çalışmanın temel amacı çalışanların sosyal cesaret davranışlarının iş tatminlerine etkisinde işe angaje olmanın aracılık etkisinin ortaya çıkarılması amacıyla yapılmıştır. Nicel araştırma yöntemine dayanan bu çalışmada veriler anket yöntemiyle toplanmıştır. Araştırmanın evrenini Adıyaman ili sınırları içerisinde yer alan bir belediyenin çalışanları oluşturmaktadır. Yüzyüze görüşme ile toplanan anket formları istatistik programları yardımıyla analiz edilmiştir. Araştırmada 365 katılımcıdan veri toplanmıştır. Yapılan istatistiksel analizler sonucunda sosyal cesaret ve iş tatmini ilişkisinde işe angaje olmanın kısmi aracılık rolünün bulunduğu tespit edilmiştir.

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* This study is an expanded version of the full-text paper presented orally at the Ases VI. International Scientific Research Conference held between 22-24 December 2023.

Atıf/Citation: Değirmenci, B. (2024). The Mediating Role of Work Engagement in The Relationship Between Employees' Social Courage Behaviors and Job Satisfaction, *İşletme*, 5(1), 47-63.

Introduction

In today's working life, employees' social courage, job satisfaction, and engagement are important in terms of ensuring efficiency and effectiveness in the workplace and making corporate sustainability permanent through customer satisfaction. Efficiency and sustainability are indispensable for business life. The scientific world focuses on academic studies on how to ensure the realization of efficiency and sustainability. In this direction, the main theme of this study was to reveal the effects of employees' social courage on job satisfaction and the mediating role of work engagement in the relationship between social courage and job satisfaction. The main axis of the study was developed to measure the thoughts and attitudes of the employees. In the conclusion part, some suggestions were made to the managers.

The concept of courage is as old as human history. The concept of courage, which is predominantly the subject of scrutiny of philosophical science, also falls within the field of study of social sciences. The concept of courage has been studied by disciplines such as philosophy and social sciences, in different categorical areas such as "emotion, behavior, virtue, and thinking." Courage is highlighted as a virtue that can be observed and needed at all stages of everyday life. The moral quality of courage, closely associated with morality, requires ontological consideration of courage. Therefore, for a better understanding, there is a need to examine how courage is perceived in society, and what attitudes and behaviors it is explained by associating it with the size of behavior that it shapes itself in everyday life (Mert, 2021: 20). The issue of courage has come to the fore in recent years. In particular, in the literature on organizational behavior and management, it is clear that courage can be used to influence desirable individual and organizational outcomes and dependent variables.

Job satisfaction includes a sentiment and attitude towards work. Emotional attitudes and behaviors towards work are described in the literature as job satisfaction. If working conditions do not allow employees to do their jobs properly, then job satisfaction will be low if it is extremely hot or cold, dirty, noisy, extremely stressful, and dangerous (Güner & Bozkurt, 2017). Positive emotions in the ability of individuals to continue their work are treated as a positive state of emotion that the individual has/experienced in their work, one of the reasons why the individual remains in their organization (Locke, 1976). Job satisfaction is the employee's positive or negative attitude to his job. The positive attitude towards the job of the person causes job satisfaction and the negative attitude causes job dissatisfaction (Kesim, 2023: 92). It is thought that the social courage of employees will enable them to be satisfied with the work they have done.

Engagements focus on employee commitment, job satisfaction, and organizational behavior. Engaging employees become emotionally attached to their organizations and become key staff in achieving successful organizational output when they work at the optimal workload level, striving forthe success of their organization. Those who can't engage; become inefficient employees who cannot efficiently and effectively evaluate the opportunities offered in the work environment, who engage in several unnecessary tasks while performing their tasks, and who cannot direct their talents to

do their jobs. Engaging in work is defined as "the employee's willingness to achieve and achieve organizational objectives and to put too much effort into it with the workload it should be" (Tiryaki Şen et al., 2021: 92).

In this study, an investigation was conducted into the explanation of social courage at work, social courage, and the association of work satisfaction. In statistics, brokerage models are models that examine the relationship between dependent and independent variables through a third hypothetical variable, known as a variable, and define the tool by partial or complete brokerage. Brokerage models examine not the direct relationship between the dependent and the independent variable, but the relationship of the independent variable with the dependent variable (Yilmaz & Dalbudak, 2018: 518). The role of engagement to work in the relationship between independent (social courage) and dependent (job satisfaction) has therefore been studied. The next part of the study included a literature review of concepts of social courage, job satisfaction, and work engagement. Thereafter, the collection, analysis, and interpretation of the data were referred to. In the conclusion and discussion part, the research findings are the bush in foreign literature.

1. Conceptual Framework

1.1. Social Courega

In recent years, in the foreign literature, the issue of social courage has been discussed with increasing importance (Deeg et al., 2022; Holmes & Howard, 2022; Howard, 2019), however, there appears to be a significant gap in social courage research in the indigenous literature (Mert, 2021; Arslan & Gül, 2023). One of the reasons why courage is not adequately researched is the inability to make a clear and concise definition (Mert & Aydemir, 2019), and therefore the difficulty in measuring it (Howard & Alipour, 2014). Associating courage with existence, Tillich says that "courage can show what it is to exist, and being can show what courage is" (Tillich, 2019). In courage in the workplace, he states that employees are competent people who achieve good results with their courage. It has been noticed that employees who show social courage in the workplace are also very competent in gaining the trust of their colleagues, investing in relationships, taking the time to empathize with others and help their professional development. It has been determined that an employee with social courage competence is taken as an example and brave behavior can be learned (Mert, 2021: 24). Social courage is the one that exists in the organizational environment; It can be described as the deliberate, conscious and employee actions of the employees against all kinds of risks in the workplace and for organizational benefit (Gökgöz, 2023: 26).

Today, courage is examined in three different dimensions. These; are physical, moral, and social courage. Social courage can be explained as the action of individuals, especially employees in the workplace, against an unfair situation. Social courage is purposeful behaviors that hurt employees in the workplace. Namely, individuals with social courage take risks at the expense of paying a certain price. This risk can cause

them to be negatively reacted to by their co-workers. Warning about the negative work-related behaviors of a colleague at the workplace and reporting this situation to their superiors causes problems from time to time. However, despite all the negativities, employees with social courage exhibit the right behaviors by facing all kinds of negative reactions. For example, when the colleague does not do his job properly or behaves in a way that should not be done, he does not hesitate to warn the relevant colleague (Yaşar, 2023). The courage of individuals in organizational life has significant effects on both employees and the organization in the long run. In his empirical study, Gökgöz (2023) explained the concept of social courage as exhibiting social courage behavior in the workplace, even in the face of a risky situation, by adhering to workplace values. Social courage is the action of an individual against an unjust situation. While social courage in the workplace hurts the employee, it is a purposeful behavior. Social courage in the workplace reveals the employee's willingness to show their true self, even if it means not conforming to the expectations of others, risking social disapproval or punishment (Gökgöz, 2023).

Social courage requires saying the right thing in every situation and applying this truth. Therefore, the main key to being happy is through social courage. On the other hand, the fulfillment of justice requires the display of courageous behavior. The basis of justice and the symbol of happiness is to show social courage by facing all kinds of dangers. For justice to turn into happiness, the mediation of courage is needed. True happiness cannot occur without dedication, effort, and struggle, which are the main characteristics of being brave. The basis of courage lies in taking action, making sacrifices, and taking risks to achieve an important and noble goal. As can be seen, courage comes across as the diet of true happiness (Mert et al., 2021).

1.2. Job Satisfaction

There is no single definition of work satisfaction. When the literature is examined, it is possible to come across different definitions, though the concept is similar. For example, in an academic study, job satisfaction is the sum of the employee's reactions or emotions toward his or her job. Work satisfaction is studied in two sub-dimensions, internal and external (Kesim, 2023: 90). Another study described the concept of job satisfaction as satisfaction or dissatisfaction as a result of the assessment of the employee's experience of the job (Kesim, 2023: 91).

Herzberg et al. stated that the feeling of satisfaction that individuals get from their jobs should be considered with positive and negative aspects. Herzberg et al. (1959), suggests that positive job satisfaction includes emotions such as good experiences, motivation, success, recognition, work itself, responsibility, and a sense of progress, and these emotional states can occur if experienced. The ability to regulate and control emotions enables employees to establish better relationships with both their colleagues and managers, causing them to be more satisfied in their jobs (Aydoğmuş, 2023: 37).

There are two factors mentioned in the literature that affect job satisfaction. These are listed in the form of individual and organizational factors. Individual factors affecting the job satisfaction of employees in the workplace; intelligence, profession,

and experience have been expressed as demographic characteristics. Organizational factors are listed as the job itself, management, promotion opportunity, salary, management, colleagues, and working conditions (Kesti, 2023: 92). When the literature is examined, the concept of job satisfaction is based on the Theory of Job Characteristics. The theory developed by Hackman and Oldham (1976) is; it Decrees that there are five characteristics of work and deals with the relationship between these characteristics and the needs of the individual. The high level of the work autonomy dimension, which is one of these characteristics, also leads to an increase in the satisfaction of individuals with their jobs (Erhan and Akçakanat, 2021: 132).

The issue of job satisfaction is seen as an important issue in the public and private sectors. An employee's attitude towards work can be determined by personal or environmental characteristics. The position of the employee who has worked in the same organization for many years in the workplace will affect satisfaction or dissatisfaction. Theories of motivation are used to study employees' job satisfaction. Depending on the concept of human beings, which is a heterogeneous entity, it varies in terms of satisfaction and dissatisfaction. The job that one is satisfied with will not be satisfied with the other. Management and employees may have mutual expectations. These expectations directly or indirectly affect job satisfaction. Locke (1976); The factors that cause job dissatisfaction in terms of wages, work itself, working environment, promotion, relations in the working environment, education, authority and responsibility, attitude of managers, social activities, occupational health and safety, and status are grouped into two groups as organizational and individual factors. Individual factors affect job satisfaction in the literature; While demographic characteristics are expressed as intelligence, profession, and experience; organizational factors can be expressed as the job itself, management, wages, promotion opportunities, other employees, and working conditions (Kesim, 2023).

1.3. Work Engagement

Engagement is defined as an employee's commitment to their work, satisfaction, and enthusiasm while doing their job. In the literature, the concept of engagement with work, which is still in the development stage, is interpreted as the passion of the employees for their work and the deep bond they have towards the organization they are in (Özer et al., 2015: 262). People who are engaged in their work are productive and efficient people who have become one with their work and are productive and efficient for the organization. Those who cannot engage in their work are people who are disconnected from work and are not productive; They are people who cannot concentrate and use the time, energy, and attention offered to them or use them in unnecessary work (Arslan and Demir, 2017: 373).

Work engagement is influenced by a variety of individual and organizational factors. Individual factors; It is listed as having the level of knowledge required by the person's job, being aware of their priority needs, capacities, and abilities, performing personal development activities to meet and develop them, and managing their time correctly. Organizational factors are; the fairness of the reward system, fair treatment

towards the employees, making the working environments healthy, both developing the employees individually and encouraging teamwork, and supporting the participation of employees in the processes of making managerial decisions (Tiryaki Şen et al., 2021: 90).

Work engagement is expressed as the opposite of burnout. Unlike employees who suffer from burnout, engaged employees are effectively connected to their work activities and are more energetic in the work environment. Engaged employees see themselves as individuals who can fulfill the requirements of the job. It is based on being engaged in work, being energetic, participating in organizational work, and efficiency. Engagement is the state of mind being positive about a particular phenomenon. These are the attitudes developed by employees who cognitively evaluate themselves as a whole with their work, aim to develop sincere relationships with their colleagues, and are in parallel with the activities of the organization. People who are dedicated to work are energetic and communicate effectively. They stand out as people who can guide people with an optimistic perspective (Arslan & Demir, 2017). The experience of engagement at work has been defined as a satisfying, positive experience and state of mind related to the job. Engaged employees are more likely to have a higher quality relationship with their employer and, as a result, have more positive attitudes, intentions, and behaviors in the workplace (Bilginoğlu & Yozgat, 2022).

2. Theoretical Framework

This part of the study included findings on similar studies included in the literature. In terms of putting the study on a solid footing, the literature review and explanation of the findings made are quite important. On the other hand, it is necessary to establish the theoretical infrastructure of quantitative studies, which is the basis of theories or theories.

In their study, Arslan and Gül (2023) found that the social courage behavior of employees affects engagement with work, the lower dimensions of workplace happiness, in a positive and meaningful way to work satisfaction. "Uysal and Bayramoğlu, 2022; Mansur et al., 2020; Howard et al., 2017 "claimed similar results (Arslan & Gül, 2023:1169). When the literature is examined, it is argued that social courage behaviors in employees' work positively influence job satisfaction and work engagement by leveraging the theory of self-determination and emotional events. The social courage behaviors of employees, and their finding work meaningful at work, are affecting their mood positively, as are their psychological well-being. Employees who find their work meaningful provide fulfillment (Deeg & May, 2022: 397). While another study describes the precursors of the concept of social courage, the fundamental view of Relational/Interpersonal Theory is that the two individuals mutually influence each other and that each of the individual's behavior during interaction supports revealing the other person's behaviors, evoking behavior, or giving specific responses. Interpersonal interaction is described as an opportunity for

mutual "change" that provides or leads participants to social skills, and the concept of social courage is based on Relational/Interpersonal Theory (Mert et al., 2022).

The relationship between work engagement and job satisfaction in organizations (at work) is based on the Theory of Emotional Events. Under the theory developed in 1996, Weiss and Cropazano argued that there would be positive and negative aspects of the activities carried out in organizations and that the job satisfaction level of employees engaging in work would be high (Erhan & Akcakanat, 2021: 133). In an academic study examining healthcare workers' relationship to engagement and job satisfaction, it was tested that the job satisfaction levels of physicians and nurses are moderate, with a positive faceted relationship between nurses' engagement to work and job satisfaction (Tiryaki Şen et al., 2021:87).

3. Methodology

The population of this study, in which the mediating role of work engagement in the effect of employees' social courage behaviors on job satisfaction is investigated, consists of employees of a municipality located within the borders of Adıyaman province. This study was based on the article titled "A Research on the Effect of Social Courage Behaviors on Workplace Happiness" by Arslan and Gül in 2023. The universe of the related study is composed of municipal employees in Samsun province. While the study was being designed, the studies related to the subject were examined first. Then, the following steps were followed:

- The research model has been developed by adhering to the literature and theories.

- In the research model, it was decided to use social courage as an independent variable, job satisfaction as a dependent variable, and finally, the concept of engagement at work as an intermediary variable.

- The main axis of the study is based on the quantitative research method. The statements included in the scale used within the scope of the study were transferred to the questionnaire form. Before collecting data from the employees in Municipality, an application was made to the ethics committee on December 18, 2023, to request permission from the Social and Human Ethics Committee of Adıyaman University for the application of the questionnaire. The ethics committee approved the ethics committee permission for data collection by the decision No. 508 dated January 30, 2024.

The questionnaire[†] consists of two parts. In the first part, expressions about the scale used are included. In the second part, demographic characteristics are included. A total of 18 statements, 14 for the scale and 4 for measuring demographic characteristics, are included in the questionnaire form. The questionnaire is presented in Appendix 1. On the other hand, the "social courage scale" used within the scope of the study includes 9 expressions in the original scale. The relevant scale adaptation study was carried out in Uysal and Bayramoğlu (2022). The authors were contacted via e-mail

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[†] For this study, Adıyaman University, Human Research Ethics Committee, application on 18.12.2023 and ethics committee report with the number 30.01.2024 - 508 is received.

and permission to use the scale was obtained. The phrase "I warn my subordinates when they act contrary to corporate policy, even if they will not like it" in the original scale of social courage was removed from the scale because it did not fit the essence of the study. The reason for this is that in the present study, there is no classification as employees and managers. Accordingly, this item has been removed from the scale to avoid misunderstandings.

It was decided to use the study "Validity and Reliability Study of the Turkish Form of the Workplace Happiness Scale" conducted by Bilginoğlu and Yozgat (2020) for the job satisfaction and job engagement scale used within the scope of the study. On the relevant scale, 6 statements were taken, including job satisfaction 3 items, and 3 statements of job engagement. On the other hand, the permission to use the scale was communicated to the relevant authors via e-mail. Positive feedback was received from the authors.

To determine the demographic information of the participants, "gender, age, monthly income, and education level" were given to 4 statements. A 5-point Likert scale was used to measure the statements in the questionnaire. After the questionnaire was finalized, an application was made to the Human Resources and Training Directorate of the Municipality and the necessary application was made for the permit procedures by adding the questionnaire form to the annex of the petition. Necessary permissions have been obtained. On the other hand, the authorities refrained from giving an exact figure regarding the number of working people. When asked the reason for this, the answer was received that the Mayor's instruction was in this way. Data were collected from 365 participants in the form of face-to-face interviews.

Information on the demographic characteristics of the participants who responded to the questionnaire was tested by frequency analysis. Then, the analysis of the model created in the light of the data obtained from the sample was made. In this context, first of all, exploratory factor analysis of each variable was carried out and then confirmatory factor analysis was included. To reveal the mediation role with simple regression analyses of the variables, mediated regression analyses were performed and the mediation effect was tested with hypotheses. The findings obtained from all analyses were compared with the literature and suggestions were made about the study. Based on the model established to examine these relationships in the study, mediator variable effects were also revealed for the first time and these effects were tested with the established hypotheses. In this respect, it is thought that the results obtained in the research will contribute to the literature. Based on the theory and previous studies on the subject, the following research model is developed (Figure 1).
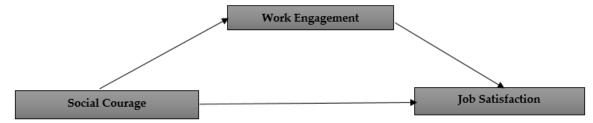

Figure 1. Research model

H$_1$: The social courage of employees affects their job satisfaction.

H$_2$: Having employee's work engagement affects their job satisfaction.

H$_3$: The social courage of employees affects their job satisfaction.

H$_4$: There is a moderating role of work engagement in the impact of employees' social courage on their job satisfaction.

The study included statistical analyses of the internal coefficiency coefficiency of the scale used first, or reliability analysis. The results are shown in Table 1. Statistical analysis was done through the SPSS 25 program. Within the scope of the study, statistical analyses were performed regarding the internal consistency coefficient of the scale used first, that is, reliability analysis. The results in this direction are shown in Table 1. Statistical analyses were performed with the SPSS 25 program.

Table 1. Reliability analysis

Factors	Number of Expressions	Cronbach's Alpha
Social Courage	7	0,778
Job Satisfaction	3	0,806
Work Engagement	3	0,711

When Table 1 was examined, it was found that the reliability coefficient of the "social courage" factor was 0.778. The social courage dimension consists of 8 expressions. It has been found that cronbach's alpha (α) value of the social courage factor has a satisfactory value such as "0.778". It has been determined that the α value of the job satisfaction factor is "0.778". Finally, it was determined that the α value of the engagement factor at work is "0.711". Since all the factors used in the scale are above the value of "0.7" (Kılıç, 2016: 47), it has been concluded that the scale is reliable.

3.1. Structure Validity Scale

The scale used in the study represents a 3-factor structure. As a result of the statistical analysis of the construct validity of the scale, the goodness of fit values are given in Table 2. Statistical analyses were performed with the Amos 23 program.

Table 2. Construct validity

Compliance Measures	Acceptable Fit	Values for the Model
X^2/df (CMIN/df)	≤5	2,6587
GFI	≥0,90	0,947
AGFI	≥0,90	0,9312
CFI	≥0,90	0,908
NFI	≥0,90	0,919
TLI	≥0,90	0,958
RMSEA	≤0,80	0,058

As seen in Table 2, the study found that the values of the good for harmony are within acceptable limits. Up to this stage, it has been decided that the scale of reliability and validity analysis will be used in hypothesis tests at the next stage.

Table 3. Standardized regression coefficients and significance (p) values

Items	Path	Factors	Standardized Regression Weights Estimate $\beta 0$	Not Standardized Regression Weight Estimate $\beta 1$	S.E.	C.R.	P
WA1	<---	WA	0,817	1			
WA2	<---	WA	0,887	0,961	0,052	18,418	***
WA3	<---	WA	0,613	0,597	0,05	12,018	***
JS1	<---	JS	0,773	1			
JS2	<---	JS	0,264	0,503	0,107	4,689	***
JS3	<---	JS	0,382	0,765	0,113	6,791	***
SC1	<---	SC	0,646	0,805	0,144	5,583	***
SC2	<---	SC	0,656	0,923	0,165	5,602	***
SC3	<---	SC	0,67	0,969	0,172	5,626	***
SC4	<---	SC	0,842	0,808	0,138	5,858	***
SC5	<---	SC	0,867	1,061	0,18	5,88	***
SC6	<---	SC	0,67	0,777	0,138	5,627	***
SC7	<---	SC	0,515	0,732	0,139	5,251	***
SC8	<---	SC	0,315	1			

WA: Job Engagement, JS: Job Satisfaction, SC: Social Courage, β0= Standardized Regression Coefficient, β1= Non-Standardized Regression Coefficient, P= Significance Value
***All of the p values in Table 3 are meaningful below 0.001.

As shown in Table 3, it was found that WA1, WA2 and WA3 items were loaded to the job engagement dimension, JS1, JS2 and JS3 items were loaded to the job satisfaction factor and finally SC1, SC2, SC3, SC4, SC5, SC6, SC7, SC8 items were loaded to the Social Courage factor. The path coefficients of the scale, which includes 3 factors and 14 items related to the confirmatory factor analysis, were found to be statistically significant (Table 3). When the path coefficients were examined, it was found that the substance with the most effect on the scale was the WA2 substance (β1= 0.961). It has been decided that the scale, which has been analyzed for reliability and validity until this stage, will be used in hypothesis tests at the next stage.

4. Findings

In this part of the study, the findings related to demographic information and the findings related to the testing of hypotheses are included.

4.1. Demographics

Table 4 contains the demographics of the participants.

Table 4. Demographics

		n	%
Gender	Female	52	14,2
	Male	313	85,8
Age	20-29	74	20,3
	30-39	156	42,7
	40- 49	126	34,5
	50 +	9	2,5
Income	18.001-28.000 TL	249	68,2
	28.001 TL- 38.000 TL	94	25,8
	38.001 TL +	22	6,0
Education	Middle School	103	28,2
	High School	120	32,9
	Associate Degree	74	20,3
	Undergraduate	68	18,6

Table 4 shows the findings related to demographic information. 88.8% of the participants were men and 14.2% were women. December December 20, 20.3% of the participants were between the ages of 20-29, 42.7% were between the ages of 30-39, 34.5% were between the ages of 40-49 and 2.5% were between the ages of 50 and December 20. The age distribution of the participants was analyzed.

When the monthly income distribution of the participants was examined, 68.2% of them stated that they had a monthly income between Dec.18,001 and Dec.28,000, 25.8% of them had a monthly income between DEC. 28,001 and DEC.38,000, and finally, 6% of them had an income of DEC. 38,001 and above.

When the education levels of the participants were examined, it was determined that 28.2% were middle school graduates, 32.9% were high school graduates, 20.3% were associate degree graduates and 2.9% were bachelor's degree graduates.

4.2. Testing Hypotheses

The model created as part of the research was analyzed and tested with Model 4 in Process Macro as to whether engaging in work in the social courage business satisfaction relationship takes on a madiating role.
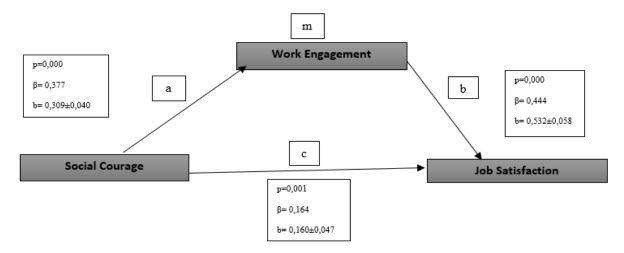

Figure 2. The Mediating role of engagement at work in the relationship between social courage and job satisfaction (n=365)

The regression analysis results of the variables included in the analysis are shown in Figure 2. Accordingly, it has been found that social courage positively and significantly affects job engagement (path a; b= ,347, 95% CI [0.230-0.387], t= 7.784, p< 0.001), social courage explains about 14% of the change in job engagement (R^2= 0.142). In this case, the H^1 hypothesis is supported.

Secondly, the effect of being work engagement on job satisfaction was examined (path b). When the values in Figure 2 were examined, they were determined (path b; b= ,347,95% CI [0.418-0.645], t= 9.220, p< 0.001). Considering the statistical findings obtained, the H_2 hypothesis was supported.

Thirdly, the effect of social courage on job satisfaction, i.e. the c pathway, in other words, the findings related to the direct effect are included in Figure 2 ((c pathway; b= 0.160,95% CI [0.067-0.257], t= 3.394, p< 0.001). In this case, the H3 hypothesis is supported. Social courage and job engagement together explain about 28% of the change in job satisfaction (R^2= 0.289). The analysis results related to H_1, H_2 and H_3 are given in detail in Table 5.

Table 5. Mediation test findings (n= 365)

Independent Variables		M (Work Engagement)			Y (Job Satisfaction)	
		b	S.H.		b	S.H.
X (Social Courage)	a	,0377***	,040	c^1	,160**	,047
M (Work Engagement)	-	-	-	b	0,532*	,058
Constant	İM	3,158***	,171	İy	,835**	,432
		R²=,142			R²=,279	
		F(1;363)= 60,120; p<,001			F(2;362)= 70,006; p<,001	

Note: *p<,05, **p<,01, ***p<,001; P.H: Standard Error. Non-standardized beta coefficients

The indirect effect value, which shows the effect of social courage on job satisfaction through a mediating variable (work engagement), was determined according to December confidence intervals obtained by bootstrap technique. Accordingly, it has been found that the effect of social courage on job satisfaction is significant, so being engaged in work mediates the relationship between social courage and job satisfaction (b= ,174, 95% Dec [0.103- 0.164]). It has been found that social courage and work engagement together affect job satisfaction (Figure 2). On the other hand, when social courage is removed from the analysis, it has been found that the effect of being work engagement on job satisfaction continues (Figure 2). In this case, it is possible to talk about a partial mediating effect. In other words, there is a partial mediating effect of engagement at work on the effect of social courage on job satisfaction. In this case, the H_4 hypothesis was supported.

5. Conclusion

In this study, it was carried out to reveal the relationship between social courage and job satisfaction of blue and white-collar employees in a municipality located within the borders of Adıyaman province and whether being committed to work has a mediating role in this relationship. Although there is no clear information about the

number of employees from the Human Resources Directorate of the municipality where the data was collected, information was received that approximately 400 people were employed. It was stated by the Human Resources Manager of the municipality where the data was collected that they could not give an exact figure. Within the scope of the study, firstly, in the analyses conducted on whether employees' social courage behaviors affect their engagement at work, it was revealed that employees' social courage positively and significantly affects their engagement at work. If we need to expand this finding a little more; to measure social courage, there are statements such as "although I know my colleagues will be offended, I recommend better ways for them to work, even though I know they will be upset, I do not tolerate colleagues who are rude to others, I share a situation that I am worried about with my colleagues, even if they think I am looking at it negatively". A number of statements were applied to employees about being engaged at work in order to learn their opinions in the form of "I feel strong and energetic in my job, I am enthusiastic about my job, I immerse myself in my job while working". On the other hand, in the validity analysis, it was found that the highest value was supported by the participants by the expression "I am enthusiastic about my job", which is included in the engagement factor for work. It is concluded from this that the employees do their job with love.

Secondly, it has been concluded that the engagement of employees at work affects their job satisfaction. In order to measure job satisfaction, the participants were given the following statements: "I am satisfied with the nature of the work I do, I am satisfied with the remuneration I receive, I am satisfied with the progress opportunities in the institution where I work". Although the employees are satisfied with the job they are working at, it has been found that they are not satisfied with the wage and promotion opportunities at work to the same extent.

Thirdly, it has been revealed that employees' social courage behaviors affect their job satisfaction in a positive and meaningful way. In the literature, it has been found that individual and organizational factors are triggers of both individual and organizational job satisfaction behaviors of social courage when talking about the antecedents affecting employees' job satisfaction (Kestin, 2023:92). In this study, unlike the previous studies, it has been proved that the social courage of employees is an important premise affecting job satisfaction. Finally, it has been revealed that there is an intermediary role of being engaged in work in the relationship between employees' social courage behaviors and job satisfaction.

In this study, it was tried to explain the attitudes of municipal employees who are primarily responsible for jobs such as infrastructure, cleaning, community health, transportation facilities and drinking, social courage, job satisfaction and engagement at Jul. On the other hand, limiting the collected data to municipal employees is an important limitation of the study. When the studies conducted in the literature are examined, it has been found that the research on health workers' job engagement and job satisfaction is mainly addressed. There are a limited number of studies (Arslan and Gül: 2023) in the literature for municipal employees. In the study conducted by Arslan and Gül, it was found that the social courage of employees positively and significantly

affects their job satisfaction and engagement at work. Since this study is the second study conducted for municipal employees, it is thought that it will provide positive contributions to the literature. On the other hand, it is proposed to conduct more studies aimed at measuring the social courage, job engagement and job satisfaction of municipal employees.

Contribution Rate and Conflict of Interest Statement

All stages of the study were designed by the author(s) and contributed equally. There is no conflict of interest in this article.

Ethics Statement and Financial Support

Ethics committee principles were followed in the study. For this study, Adıyaman University, Human Research Ethics Committee, application on 18.12.2023 and ethics committee report with the number 30.01.2024 - 508 is received. There has been no situation requiring permission within the framework of intellectual property and copyrights.

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APPENDIX

SURVEY FORM (**ANKET FORMU**)

Değerli Katılımcı; bu anket formu, belediye çalışanlarının iş yerinde sosyal cesaret davranışlarının iş tatminlerine etkilerinin araştırılması amacıyla yapılmaktadır. Konu başlığı, "Çalışanların Sosyal Cesaret Davranışları ile İş Tatmini İlişkilerinde İşe Angaje Olmanın Aracılık Rolü" olup anket formu yardımıyla toplanan veriler tamamen bilimsel amaçlarla kullanılacaktır. Anket formu ile elde edilen bilgiler tamamen gizli tutulacak ve hiçbir şekilde üçüncü şahıslara verilmeyecektir. Ayrıca elde edilen verilerin analizleri genel durumunu yansıtacak ve katılımcının adı kesinlikle kullanılmayacaktır. İlginize şimdiden teşekkür eder, çalışmalarınızda başarılar dilerim. Saygılarımla…

İletişim:

Anket formunda yer alan ifadelere cevap verirken ve sizin için en uygun olan seçeneği işaretleyiniz:

1=Kesinlikle katılmıyorum, 2=Katılmıyorum, 3=Orta, 4=Katılıyorum, 5=Kesinlikle katılıyorum

İSC1. İş arkadaşımın güceneceğini bilsem de çalışma konusunda ona daha iyi yöntemler öneririm.	1	2	3	4	5
İSC2. Üzüleceğini bilsem de başkasına karşı kaba davranan iş arkadaşıma tolerans göstermem.	1	2	3	4	5
İSC3. İş ile ilgili anlamadığım bir konu olduğunda saçma bir soru gibi düşünsem de yine o soruyu sorarım.	1	2	3	4	5
İSC4. Olaya negatif baktığımı düşünseler bile endişelendiğim bir durumu iş arkadaşlarımla paylaşırım.	1	2	3	4	5
İSC5. Aramızdaki ilişkiye zarar vereceğini düşünsem de, iş arkadaşım uyumsuzluk çıkardığında bunu ona söylerim.	1	2	3	4	5
İSC6. Beceriksiz gibi görünecek olsam bile herhangi bir hata yaptığımda bunu iş arkadaşlarıma söylerim.	1	2	3	4	5
İSC7. İnsanlar önünde gülünç duruma düşme riskine rağmen yine de iş ile ilgili sunum yapmaya gönüllü olurum.	1	2	3	4	5
İSC8. Arkadaşlığımızı tamamen mahvedeceğini bilsem bile iş arkadaşıma dürüst bir performans değerlendirmesi yaparım.	1	2	3	4	5
İAO1. İşimde kendimi güçlü ve enerjik hissediyorum.	1	2	3	4	5
İAO2. İşim konusunda hevesliyim.	1	2	3	4	5
İAO3. Çalışırken kendimi işime kaptırırım.	1	2	3	4	5
İT1. Yaptığım işin doğasından memnunum	1	2	3	4	5
İT2. Aldığım ücretten memnunum	1	2	3	4	5
İT3. Çalıştığım kurumdaki ilerleme (terfi) olanaklarından memnunum	1	2	3	4	5

DEMOGRAFİK ÖZELLİKLER

D1.Cinsiyetiniz?	( ) Kadın		( ) Erkek	
D2. Yaşınız	( ) 20-29 arası	( ) 30-39 arası	( ) 40-49 arası	( ) 50 ve üzeri

D3.AylıkGeliriniz?	( ) 18.000 TL altı	( ) 18.001 TL ila 28.000 TL arası	( ) 28.001 ila 38.000 TL arası	( ) 38.001 TL ve üstü
D4.EğitimDüzeyiniz?	( ) Ortaokul	( ) Lise	( ) Ön Lisans	( ) Lisans |( ) Lisansüstü

Not: 1-8. İfadeler, Sosyal Cesaret, 9-11. İfadeler, İşe Angaje Olma, 12-14 arası ifadeler, İş Tatmini ifadeleridir.