

## Mediation Effect of Life Satisfaction on The Relationship of Perceived Manager Support and Job Satisfaction

DOI: 10.26466/opus.822889

\*

\*Beyza Erer – İlknur Çevik Tekin\*\*

\* Dr. Öğr. Görevlisi, Selçuk University

E-Mail: [beyzaerer@selcuk.edu.tr](mailto:beyzaerer@selcuk.edu.tr)

ORCID: [0000-0003-0083-7102](https://orcid.org/0000-0003-0083-7102)

\*\*Öğr. Gör. Dr, Selçuk University

E-Mail : [ilknurtekin@selcuk.edu.tr](mailto:ilknurtekin@selcuk.edu.tr)

ORCID: [0000-0002-0802-1733](https://orcid.org/0000-0002-0802-1733)

### Abstract

*Today's people have many roles in life. In general, a person who is satisfied with his life can be said to have life satisfaction. It is difficult for the individual to distinguish between life satisfaction and job satisfaction. One variable affects another variable. Employees whose expectations are realized in life will also be happy in their work. Similarly, life satisfaction of employees who are satisfied with their job is expected to increase. There are many studies that reveal this relationship. Manager support can affect job satisfaction as it is part of business life and important to the employee. It is in studies that measure this. In this study, our goal is to investigate whether perceived manager support plays a role as a means of life satisfaction in the impact of job satisfaction. For this purpose, questions were asked to the hotel employees in Konya center by survey technique. The data obtained were analyzed through SPSS and AMOS programs and the results obtained were interpreted. As a result of the research it was found that manager support positively affects job and life satisfaction, life satisfaction positively affects job satisfaction and life satisfaction is partially mediated in the effect of manager support on job satisfaction.*

**Keywords:** *manager support, job satisfaction, life satisfaction*

## Algılanan Yönetici Desteği İle İş Tatmini İlişkisinde Yaşam Tatmininin Aracılık Etkisi

\*

### Öz

Günümüz insanının yaşamda pek çok rolü vardır. Genel olarak hayatından memnun olan birey, yaşam tatminine sahiptir denilebilir. Birey için yaşam tatmini ve iş tatminini birbirinden ayırmak zordur. Bir değişken, diğer değişkeni etkilemektedir. Yaşamda beklentileri gerçekleşen çalışanlar işlerinde de mutlu olacaktır. Benzer şekilde işinden tatmin olan çalışanların yaşam tatminlerinin artması beklenir. Bu ilişkiyi ortaya koyan pek çok çalışmada bulunmaktadır. Yönetici desteği, iş hayatının bir parçası ve çalışan için önemli olduğu için iş tatminine etki edebilmektedir. Bunu ölçen çalışmalarda bulunmaktadır. Bu çalışmada amacımız, algılanan yönetici desteğinin iş tatminine etkisinde yaşam tatmininin aracı rolü olup olmadığını araştırmaktır. Bu amaçla Konya merkez ilçelerinde yer alan otel çalışanlarına anket tekniği ile sorular yöneltilmiştir. Elde edilen veriler SPSS ve AMOS programları aracılığıyla analiz edilip, sonuçlar yorumlanmıştır. Araştırma sonucunda; yönetici desteğinin iş ve yaşam tatminlerini pozitif etkilediği, yaşam tatmininin iş tatminini pozitif etkilediği ve yönetici desteğinin iş tatminine olan etkisinde yaşam tatmininin kısmi aracılık ettiği bulgulanmıştır.

**Anahtar Kelimeler:** yönetici desteği, iş tatmini, yaşam tatmini

## **Introduction**

Managerial support is important for organizations as well as for employees. Managerial support perceived by employees will increase work efficiency by contributing positively to their job and life satisfaction. Therefore, both the organization and the managers want the employees to be individuals who are satisfied with their jobs. Job satisfaction/content occurs as a result of what employees expect from their jobs and the emotions that their jobs make them feel. Hence, it is important for both organizations and employees. The satisfaction of an individual with his/her job does not mean that he/she is satisfied with his/her life. Job satisfaction can contribute to life satisfaction, but cannot replace it. Therefore, life satisfaction is not related to a specific field, but is about ensuring satisfaction in the whole of life. For this reason, life satisfaction has attracted the attention of humankind for years. Individuals need life satisfaction in order to be satisfied with their lives and to have a meaningful life. Since the value judgments that individuals reach as a result of considering their lives in general from every angle create life satisfaction, individuals reach this judgment as a result of questioning whether their lives are good or bad. Since job satisfaction is a field included in life satisfaction, an individual who is satisfied with life is expected to be satisfied with his/her job. Considering that one of the most important factors that will increase the job satisfaction and life satisfaction levels of the employees is the support of the manager, the main purpose of this study is to investigate whether life satisfaction is a mediating variable in the effect of managerial support on job satisfaction. Hotel establishments where managerial support and job and life satisfaction are very important have been selected to measure this purpose.

## **Conceptual Framework**

### *Manager Support*

Employees want to be valued and appreciated in their organizations. Since managers are the authority in evaluating the performance and organizational contributions of the employees, sometimes the support from the manager is seen as the support from the organization and causes positive results in terms of the organization. Executive support is demonstration of interest

in employees by managers and their treatment in good faith (Pearce et al., 1994, p.263). According to Burke et al. (1996), it is the perception about how much the employees are cared by managers. Subordinates want to be appreciated by their superiors, regardless of the sector. At the same time, for the employee, the manager represents the organization and being supported by the manager means being supported by the organization. The perception that the happiness and well-being of employees is important dominates organizations with managerial support. Managers who are sensitive about valuing, caring, expressing and appreciating their success within the organization are “supportive managers” for their employees (Özdevecioğlu, 2003, p.118). Therefore, the support perceived by each employee may be different (Babin and Boles, 1996, p.60). In organizations with centralized management, manager support is less felt by the employee than in modern organizational structures. In order for executive support to be perceived by the employee, there must be an organizational structure that is friendly and communicative.

### ***Job Satisfaction***

The concept of job satisfaction has been used in many studies as a dependent or independent variable, especially in organizational behavior literature. In general, it means meeting expectations, needs, desires and wishes. The word meaning of the word Satisfaction in English dictionaries is stated as “Gratification, pleasure, contentment; fulfilment, compensation; to delight, to please”. The first study on job satisfaction were the Hawthorne experiments that began in Chicago, USA in the 1930s under the leadership of F. Roethlisberger and E. Mayo from Harvard University. As a result of this study, it was revealed for the first time that psychological and social support is important in motivating employees rather than financial rewards. According to Locke (1976), job satisfaction is the positive situation that occurs in the emotions of employees as a result of evaluating their jobs.

According to Luthans (1998), job satisfaction has three important characteristics:

- Job satisfaction is concept where emotional aspect is predominant.
- Job satisfaction is about the extent to which what happened meets expectations.

- Job satisfaction affects various attitudes such as job satisfaction, wages, promotion opportunities, colleagues, and managerial behavior.

Any support that managers will give to employees will return as job satisfaction. In this way, it is ensured that the employees fully concentrate on their work and are in the organization both physically and spiritually (Zincirkıran et al., 2016, p. 979).

### *Life Satisfaction*

The concept of life satisfaction was first used by Neugarten in 1961. Life satisfaction is a cognitive process in which all dimensions and details of people's lives are handled (Özer and Karabulut, 2003, p.72). It occurs as a result of the comparison of the expectations of the person with what exists in his/her life. Life satisfaction is generally necessary for people to be happy in their lives and to make their lives meaningful for them (Dağlı and Baysal, 2016, p. 1250). The greater the harmony between the achievements and desires of the people, the higher the life satisfaction will be (Prasoon and Chaturvedi, 2016, p.26). Therefore, it is an important factor affecting people's peace and social relations (Öztop and Kınacı, 2016, p.22). Life satisfaction is about one's evaluating his/her life positive in general by taking it as a whole, and how much he / she loves the life he / she lives. Life satisfaction is a criterion, just like job satisfaction, since it is the degree of satisfaction that a person reaches as a result of his/her general evaluation of his/her life (Keser, 2005, p.55). Achieving life satisfaction is related to measuring people's expectations from their lives and their achievements. The smaller the difference between the expectation and the actual, the higher the level of life satisfaction. Therefore, life satisfaction can also be expressed as the difference between the individual's goals in life and what s/he has achieved or the difference perceived by the individual between them.

### **The Research Method**

#### *Research Hypotheses and Model*

The theoretical information found in the domestic and foreign literature regarding the concepts and the findings of the research results were effective

in the formation of the hypotheses and the research model. The variables to be used in the study were determined before presenting the hypotheses and the research model. There are three variables in total in the research: managerial support (independent variable), job satisfaction (dependent variable) and life satisfaction (mediating variable). In this context, the hypotheses and the research model are given below.

H1: Managerial support has a significant effect on job satisfaction.

H2: Managerial support has a significant effect on life satisfaction.

H3: Life satisfaction has a significant effect on job satisfaction.

H4: Life satisfaction has a mediating effect in the relationship between executive support and job satisfaction.

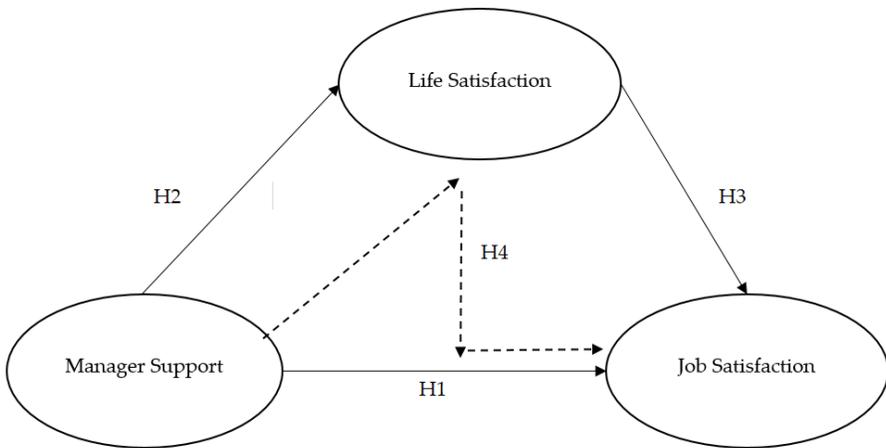


Figure 1. Research Model

### *The Universe and Sample of the Research*

The research population consists of the personnel working in the hotels operating in the central districts of Konya. Within the scope of the research, sampling was used because it was not possible to reach all employees in the research population. The size of the sample determined by convenience sampling method is suitable for the 384 sample size selected with the assumed 95 % confidence interval for ideal analysis (Yazıcıoğlu and Erdoğan, 2004). In this context, the research sample involves 402 hotel employees whose survey forms were delivered online between September 25 and October 20, 2020.

When the demographic characteristics of the hotel employees participating in the study are examined, it is seen that while the rate of females is 37.6% (n = 151), the rate of males is 62.4% (n = 251); the rate of married people is 53% (n = 213), whereas the rate of singles is 47% (n = 189). 12.7% (n = 51) of the participants were in the 18-25 age range, 31.6% (n = 127) in the 26-30 age range, 31.6% (n = 127) in the 31-35 age range. 19.9% (n = 80) were between 36-40 years old and 4.2% (n = 17) were 41 and above. 6.2% of the participants (n = 25) were primary school graduates, 34.6% (n = 139) were high school graduates, 21.6% (n = 87) were associate degree graduates, 27.1% (n = 109) and 10.4% (n = 42) of them are postgraduate graduates. 31.1% of the participants (n = 125) worked in this sector for 1-5 years, 38.8% (n = 156) for 6-10 years, 20.4% (n = 82) for 11-15 years and 9.7% of them (n = 39) worked in this sector for 16 years or more; on the other hand, 48.3% (n = 194) had been working in their current hotels for 1-5 years, 35.1% (n = 141) for 6-10 years, 14.2% (n = 57) for 11-15 years and 2.5% (n = 10) for 16 years or more.

### ***Data Collection Tools and Reliability-Validity Analysis***

A questionnaire form with four parts, namely demographic characteristics, "managerial support scale", "job satisfaction scale" and "life satisfaction scale" was used in collecting the data used in the research

***Managerial Support Scale:*** In the study, the "Managerial Support Scale" developed by Karasek (1985) and adapted into Turkish by Kula (2011) was used in order to determine the level of support the participants received from their managers. The scale consists of 7 items and one dimension. The 6th item in the scale is scored as the reverse item indicating negative judgment. The Cronbach alpha internal consistency coefficient of the scale in this study was calculated as 0.93. The skewness and kurtosis values were found between -1.5 and +1.5, and the distribution was normal (Tabachnick, Fidell and Ullman, 2019)

***Job Satisfaction Scale:*** The one-dimensional "Job Satisfaction Scale" developed by Brayfield and Rothe (1951), whose 5-item short form was created by Judge et al. (1998) and adapted to Turkish by Keser and Bilir (2019) was

used to determine the job satisfaction levels of the participants. The 3rd and 5th items in the scale are scored as reverse items. In the reliability analysis for the scale, the Cronbach Alpha coefficient was found to be 0.97 in this study. The skewness and kurtosis values were found between -1.5 and +1.5, and the distribution was normal.

**Life Satisfaction Scale:** "Life Satisfaction Scale" with 5 items and one dimension developed by Diener et al. (1985), and adapted to Turkish by Bekmezci and Mert (2018) was used to measure life satisfaction. In this study, Cronbach Alpha coefficient was found to be 0.94 in the reliability analysis performed for the scale without reverse items. The skewness and kurtosis values were found between -1.5 and +1.5, and the distribution was normal.

The questions used in the questionnaire were evaluated with the help of 5-point Likert type scaling (1 = Strongly Disagree 2 = Disagree 3 = Undecided 4 = Agree 5 = Strongly Agree).

Confirmatory factor analysis (CFA) was conducted to test the validity of managerial support, job satisfaction and life satisfaction scales and the results are presented in Table 1.

**Table 1. Statistical values regarding the fit of the scales**

Variables	Manager Support	Job Satisfaction	Life Satisfaction
CMIN/DF	2.50	3.35	2.09
GFI	0.92	0.98	0.99
CFI	0.99	0.99	0.99
RMR	0.03	0.01	0.01
RMSEA	0.06	0.07	0.05

CMIN/DF=Relative Chi-square; GFI= Goodness Of Fit Index; CFI= Comparative Fit Index; RMR=Root Mean Square Residual; RMSEA= Root Mean Square Error of Approximation

As seen in Table 1, it is possible to say that the fit indices of the scales are within acceptable limits (Meydan and Şeşen, 2015, p.37).

In addition, before the survey forms were applied to hotel employees, approval was obtained from the Ethics Committee of Selcuk University on 03/09/2020, numbered 61362648-200, indicating that the study was in compliance with ethical principles.

## Data Analysis

The data obtained from the questionnaires were analyzed with the "SPSS (Statistical Package for the Social Sciences) 21.0 program" and then, first the normality test of the data was performed and it was determined that the data set showed a normal distribution. In addition, parametric tests were used to evaluate the data, considering the kurtosis and skewness values (Tabachnick, Fidell and Ullman, 2019). Data on managerial support, job satisfaction and life satisfaction variables were analyzed, and the mean ( $\bar{x}$ ), standard deviation (S.S.) and correlations between variables were examined. Categorical variables were shown in percentages (%) and numbers (N). Reliability and validity analyses of the scales were made with "SPSS 21.0 and AMOS (Analysis of Moment Structures) 21.0 programs". The correlational relationship between managerial support, job satisfaction, and life satisfaction scales was analyzed using the Pearson correlation test. Structural equation modeling was used to test the research hypotheses.

## Findings

Correlation analysis was conducted on the data obtained in the research to determine the mean and standard deviations of the variables of managerial support, job satisfaction and life satisfaction and the relationships between the variables. The results are presented in Table 2.

*Table 2. Means, Standard deviations, and correlations among constructs(n=402)*

Variables	M	SD	1	2	3
1.ManagerSupport	2.93	1.20	1	**0.575	**0.320
2.Job Satisfaction	2.25	0.35	**0.575	1	**0.326
3.Life Satisfaction	2.16	1.25	**0.320	**0.326	1

\*\* $p < 0.01$

Correlation analysis was conducted to reveal the relationship between managerial support, job satisfaction and life satisfaction by testing the model that formed the basis of the research. According to the findings obtained, there are significant relationships between the variables. There is a moderately positive correlation between managerial support and job satisfaction ( $r = 0.575$   $p < 0.01$ ) and a moderately positive correlation ( $r = 0.320$   $p$

<0.01) between managerial support and life satisfaction. In addition, there is a moderately positive correlation ( $r = 0.326$   $p < 0.01$ ) between job satisfaction and life satisfaction (İslamoğlu and Alniaçık, 2019, p.357).

Structural equation modeling was used to test the hypotheses of the research, and Baron and Kenny's (1986) method was used to determine the mediation effect. In this context, the effect of managerial support on job satisfaction was tested in the first step and the results obtained (CMIN / DF = 2.83; GFI: 094; CFI = 0.98; RMR = 0.50; RMSEA = 0.06) indicate that the data fit perfectly with the model (Meydan and Şeşen, 2015, p.37)

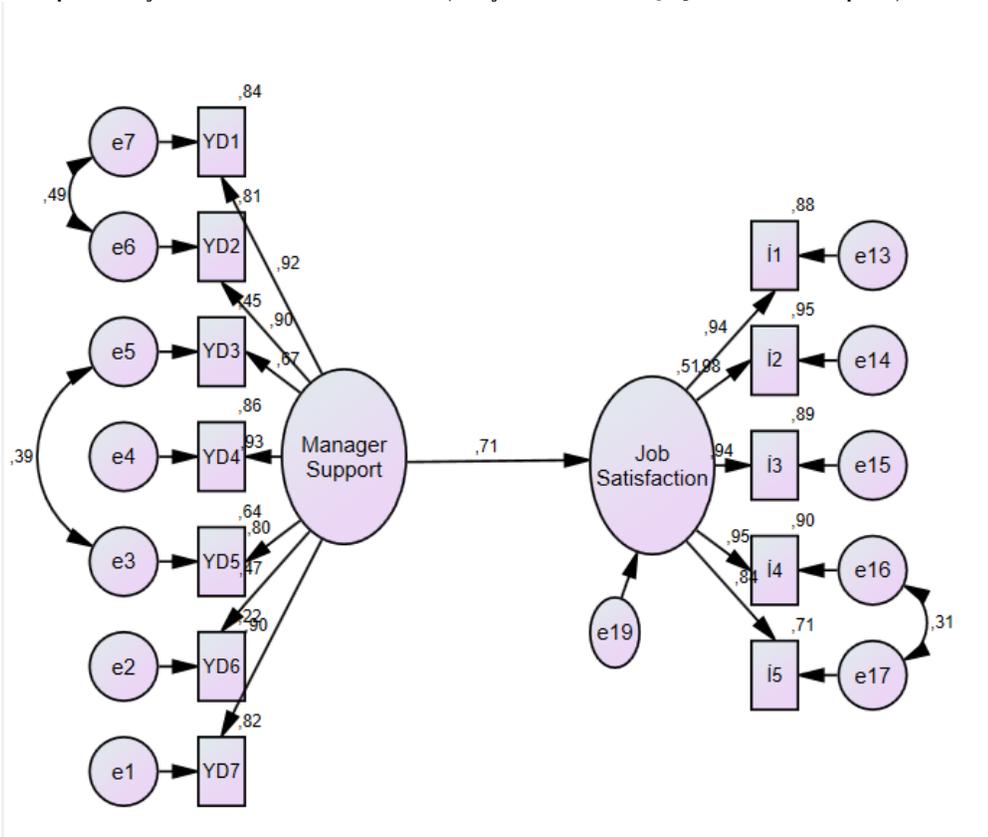


Figure 2. The Effect of Manager Support on Job Satisfaction

Figure 2 shows that managerial support positively and significantly affects job satisfaction ( $\beta = 0.71$ ;  $p < 0.001$ ) and that 51 % of the variance in job satisfaction is explained by managerial support. Therefore, H1 hypothesis was confirmed.

In the second step of the study, the variable of life satisfaction was included in the analysis as a potential variable to determine the mediating effect of managerial support on job satisfaction and it was seen that the fit indices of the structural equation model (CMIN / DF = 2.30; GFI: 093; CFI = 0.98; RMR = 0.06; RMSEA = 0.05) presented a perfect fit.

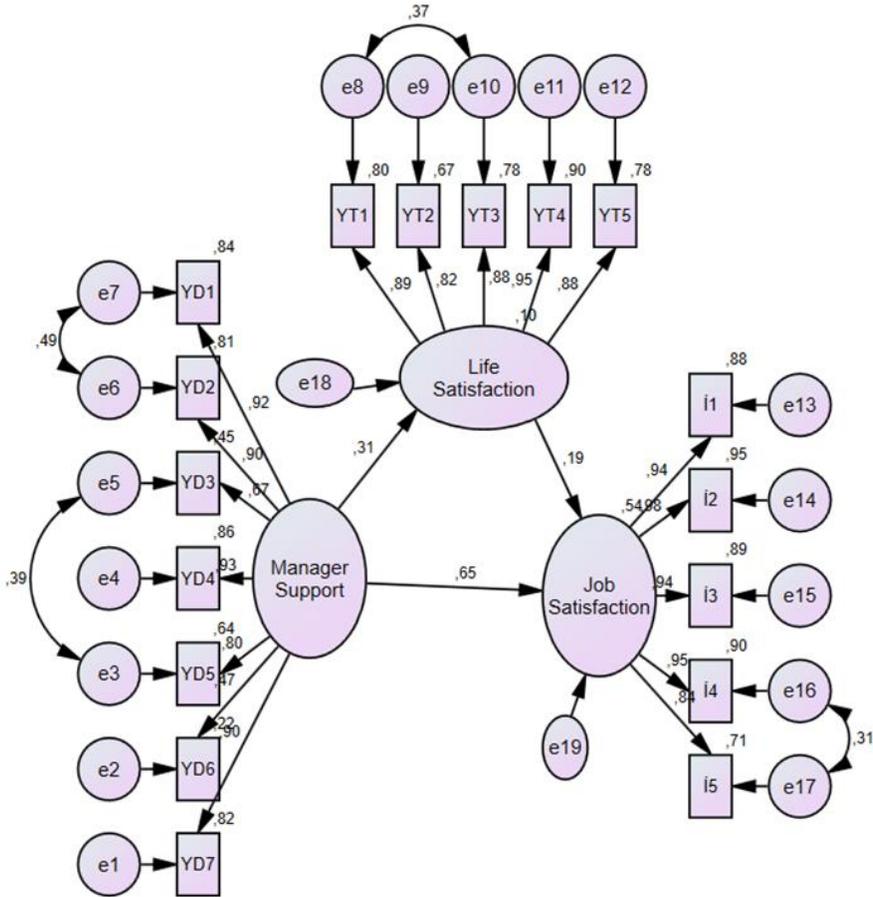


Figure 3. Structural Equation Model

When the path analyses in the structural equation model in Figure 2 are examined, it is seen that the path from managerial support to life satisfaction and the path from life satisfaction to job satisfaction are positive and significant ( $\beta = 0.31, p < 0.001$ ;  $\beta = 0.19, p < 0.001$ ). Therefore, hypotheses H2 and H3 were confirmed. However, if the mediating variable is included in the model together with the independent variable, it is seen that the effect of the mediating variable on the dependent variable is significant whereas the effect of the independent variable on the dependent variable decreases (from 0.71 to 0.65). In other words, the path from managerial support to job satisfaction, which was significant in the first step, did not become insignificant with the inclusion of life satisfaction in the analysis, but only the relationship between them decreased. Therefore, H4 was confirmed as its mediating role was determined due to the significant effect of life satisfaction on job satisfaction.

However, with the inclusion of the mediating variable in the model, "if a non-significant relationship between the independent variable and the dependent variable is detected, one can talk of full mediation effect, and if there is a decrease in the relationship between the independent variable and the dependent variable, then one can talk of partial mediation effect" (Koç et al., 2014). Therefore, it was determined in this study that life satisfaction had a partial mediating effect on the relationship between managerial support and job satisfaction. From this point of view, Sobel test was used to determine the significance of the mediating effect. As a result of the Sobel test, it was concluded that life satisfaction ( $z = 3.881; p < 0.002$ ) significantly mediated the relationship between managerial support and job satisfaction.

## Conclusion, Discussion And Suggestions

Managerial support in business life has important effects on employees. The approach assumed to an organization by an employee who thinks that his/her manager has treated him/her fairly is similar to the way s/he perceives his/her manager's behavior. Therefore, managerial support affects the employee's view of the organization and thus their productivity. In modern organizational structures, the manager has supportive, enabling and facilitating roles. Employees generally want to see their managers as "mentors" or "sources of support". This study emerged because it was

thought that life satisfaction was an important variable in the effect of managerial support on job satisfaction and it was anticipated that both job satisfaction and life satisfaction of an employee who received the right managerial support would increase. For this purpose, some hypotheses were tested in the study and findings were obtained in line with the research purpose.

The finding that managerial support has a positive effect on job satisfaction is consistent with the literature (Akçakaya; 2010; Eisenberger et al., 1997; Emhan et al., 2014; Goh et al., 2015; Jiang and Kline, 2000; Perrewe and Carlson, 2002; Zincirkıran et al., 2016). Some studies addressing the relationship between life satisfaction and job satisfaction (Aşan and Erenler, 2008; Judge et al., 2005; Judge and Watanabe, 1993; Iverson and Maguire 2000; Kantak et al., 1992; Keser, 2005; Özdevecioğlu and Doruk, 2009; Qu and Zhao, 2012; Rain et al., 1991; Unanue et al., 2017; Uchmanowicz et al., 2019; Ünal et al., 2001; Yiğit et al., 2011). It was found in the present study that managerial support significantly affected life satisfaction. There is no study in the literature that has measured this relationship. Likewise, there is no study showing that life satisfaction plays a mediating role in the effect of managerial support on job satisfaction.

The hypotheses formed according to the steps proposed by Baron and Kenny (1986) regarding the measurement of the mediation effect were tested and verified on 402 personnel working in hotel businesses operating in metropolitan districts of Konya. Accordingly, it was determined that the managerial support perceived by the employees had a positive effect on both job satisfaction and life satisfaction. This result indicates that the job satisfaction and life satisfaction of employees who receive support from their managers in business life increase. In addition, it should not be ignored that life satisfaction has positive effects on job satisfaction. It was concluded in the study that people who love, approve of and are satisfied with their lives embrace their jobs more and, in short, are satisfied with their work. Finally, it was also concluded that life satisfaction plays a partially mediating role in the effect of managerial support on job satisfaction. In other words, life satisfaction plays a role in increasing job satisfaction of employees who perceive managerial support.

Although the relationship between job satisfaction and life satisfaction has been wondered and examined since the past, there have not been many

studies on other factors that affect this relationship. In fact, there are studies on which of these two variables affect the other more in the relationship between job and life satisfaction, but the effect of other factors affecting these two relationships has generally been ignored. Although studies exist in the literature about whether managerial support affects job satisfaction or not, there is no study measuring the effect of managerial support on life satisfaction. It is hoped that this study will eliminate the deficiencies in the literature and pioneer different and new studies in this field, since there exists no study concerning the effect of managerial support on life satisfaction and no study where the three variables of the research are used together. Therefore, in future studies, it may be recommended that studies be conducted on different sample groups investigating the regulatory role of life satisfaction in the effect of managerial support on job satisfaction. For it will be more beneficial to conduct studies on the mediation or regulatory role of life satisfaction in the relationship between managerial support and job satisfaction on an institutional or sector basis in order to generalize the results and enable comparisons. Causal inferences cannot be made due to the fact that research variables are measured simultaneously. For this reason, longitudinal studies on the subject are important for future research.

### Kaynakça / References

- Akçakaya, M., (2010). Örgütlerde uygulanan personel güçlendirme yöntemleri: Türk kamu yönetiminde personel güçlendirme. *Karadeniz Araştırmaları*, 25, 145-174.
- Aşan, Ö. and Erenler, E. (2008). İş tatmini ve yaşam tatmini ilişkisi. Süleyman Demirel Üniversitesi, *İktisadi ve İdari Bilimler Fakültesi Dergisi*, 13(2), 203-216, Isparta
- Babin, B. J. and Boles, J., S. (1996). The effects of perceived coworker involvement and supervisor support on service provider role stress, performance and job satisfaction, *Journal of Retailing*, 72 (1), 57- 75.
- Baron, R. M. and Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychology research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bekmezci, M. and Mert, S. İ. (2018). Yaşam tatmini ölçeğinin Türkçe geçerlilik ve güvenilirlik çalışması. *Toros Üniversitesi İİSBF Sosyal Bilimler Dergisi*, 5(8), 166-177.
- Brayfield, A. H and Rothe, H. F. (1951). An index of job satisfaction. *Journal of Applied Psychology*, 35(5), 307.

- Burke, M. J., Borucki, C. C., and Hurley, A. E., (1992), Reconceptualizing psychological climate in a retail service environment: A multiple stakeholder perspective. *Journal of Applied Psychology*, 7(5), 717- 729.
- Dağlı, A. and Baysal, N . (2016). Yaşam doyumu ölçeğinin Türkçe'ye uyarlanması: Geçerlik ve güvenirlik çalışması. *Elektronik Sosyal Bilimler Dergisi* , 15 (59), 1250-1262.
- Diener, Ed. Emmons, R.A., Larsen, R.J. and Griffin, S. (1985). The satisfaction with life scale. *Journal of Personality Assessment*, 49, 71-75.
- Eisenberger, R., Cummings, J., Armeli, S. and Patrick L. (1997). Perceived organizational support, discretionary treatment and innovation. *Journal of Applied Psychology*, 82, 812-820.
- Emhan, A., Mengenci, C., Taşdöven, H. and Garavey, V., (2014). Yapısal eşitlik modeli kullanılarak iş memnuniyeti, yönetici desteği ve tükenmişlik kavramları arasındaki ilişkilerin analizi: Bankacılık sektöründe bir uygulama. *Selçuk Üniversitesi İktisadi ve İdari Bilimler Fakültesi Sosyal ve Ekonomik Araştırmalar Dergisi*, 27, 75-96.
- Goh, Z., Ilies, R., and Wilson, K.S. (2015), Supportive supervisors improve employees' daily lives: The role supervisors play in the impact of daily workload on life satisfaction via work– family conflict. *Journal of Vocational Behavior*, 89, 65-73.
- Iverson, R. D., and Maguire, C. (2000). The relationship between job and life satisfaction: Evidence from a remote mining community. *Human Relations*, 53, 807–839.
- İslamoğlu, A. H. and Alnaçık, Ü. (2019). *Sosyal bilimlerde araştırma yöntemleri*. 6.Baskı, İstanbul: Beta Yayıncılık.
- Jiang, J. J. and Kline, G. (2000). Supervisor support and career anchor impact on the career satisfaction of the entry-level information systems professional. *Journal of Management Information Systems*, 16, 219-240.
- Judge, T. A., and Watanabe, S. (1993). Another look at the job satisfaction-life satisfaction relationship. *Journal of Applied Psychology*, 78(6), 939–948.
- Judge, T. A., Bono, J. E., Erez, A., and Locke, E. A. (2005). Core self-evaluations and job and life satisfaction: The role of self-concordance and goal attainment. *Journal of Applied Psychology*, 90(2), 257–268.
- Judge, T. A., Locke, E. A., Durham, C. C and Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations. *Journal of Applied Psychology*, 83(1), 17.
- Kantak, D. M., Futrell, C. M. and Sager, J. K. (1992). Job satisfaction and life satisfaction in a sales force. *Journal of Personal Selling & Sales Management*, 12, 1-7.

- Karasek, R. A. (1985). *Job content questionnaire and user's guide*. University of Massachusetts at Lowell, Lowell.
- Keser, A. (2005). İş doyumunu ve yaşam doyumunu ilişkisi: Otomotiv sektöründe bir uygulama. *Çalışma ve Toplum, Ekonomi ve Hukuk Dergisi*, 4(7), 2005.
- Keser, A. and Bilir, Ö. B. (2019). İş tatmini ölçeğinin Türkçe güvenilirlik ve geçerlilik çalışması. *Kırklareli Üniversitesi Sosyal Bilimler Dergisi*, 3(3), 229-239.
- Koç, F., Kaya, N., Özbek, V. and Akkılıç, M. E. (2014). Algılanan fiyat ile tüketici güveni arasında algılanan hizmet kalitesinin aracı etkisi: Bankacılık ve GSM sektörlerinin karşılaştırılmasına yönelik bir araştırma. *Pazarlama ve Pazarlama Araştırmaları Dergisi*, 13, 1-26.
- Kula, S. (2011). *Occupational stress and work-related wellbeing of Turkish National Police (TNP) members*. Unpublished dissertation. Orlando: University of Central Florida.
- Locke, E.A. (1976). The nature and causes of job satisfaction. In: Dunnette, M.D., Ed., *Handbook of Industrial and Organizational Psychology*, 1, 1297-1343.
- Luthans, F.(1998). *Organisational behaviour*. Boston: Irwin McGraw-Hill.
- Meydan, H. C. and Şeşen, H. (2015). *Yapısal eşitlik modellemesi amos uygulamaları*. 2.Baskı, Ankara: Detay Yayıncılık.
- Özdevecioğlu, M. and Çakmak Doruk, N . (2015). Organizasyonlarda iş-aile ve aile iş çatışmalarının çalışanların iş ve yaşam tatminleri üzerindeki etkisi. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 69-99.
- Özdevecioğlu, M. (2003). Algılanan örgütsel destek ile örgütsel bağlılık arasındaki ilişkilerin belirlenmesine yönelik bir araştırma. *Dokuz Eylül Üniversitesi İ.İ.B.F. Dergisi*, 18(2), 113-130.
- Özer, M. and Karabulut, Ö. Ö. (2003). Yaşlılarda yaşam doyumunu. *Turkish Journal of Geriatrics*. 6(2), 72-74.
- Öztop, H. and Kınacı, B. (2016). An analysis of the factors that affect the life satisfaction of elderly Turks living in Australia. *Journal of Administrative Sciences and Policy Studies*, 4 (1), 21-35.
- Pearce, J. L., Imre B., and Gyula B.(1994). Person-based reward systems: A theory of organizational reward practices in reform-communist organizations. *Journal of Organizational Behavior*, 15(3), 261-282.
- Perrewé, P. L., and Carlson, D. S. (2002). Do men and women benefit from social support equally? results from a field examination within the work and family context. In D. L. Nelson, & R. J. Burke (Eds.). *Gender, Work Stress and Health*. Washington, DC: American Psychological Association.

- Prasoon, R. and Chaturvedi, K. R. (2016). Life satisfaction: A literature Review. *International Journal of Management Humanities and Social Sciences*, 1 (2), 25-32.
- Qu, H. L., and Zhao, X. (2012). Employees work-family conflict moderating life and job satisfaction. *Journal of Business Research*, 65(1), 2-28.
- Qureshi, M. A. and B. A. H., K. (2017). Impact of supervisor support on job satisfaction: A moderating role of fairness perception. *International Journal of Academic Research in Business and Social Sciences*, 7(3), 235-242.
- Rain, J. S., Lane, I. M., and Steiner, D. D.(1991). A current look at the job satisfaction/life satisfaction relationship: Review and Future Considerations. *Human Relations*, 287- 307.
- Tabachnick, B. G., Fidell, L. S., and Ullman, J. B. (2019). *Using Multivariate Statistics*. Boston, MA: Pearson.
- Uchmanowicz, I., Manulik, S., Lomper, K., et al.(2019). Life satisfaction, job satisfaction, life orientation and occupational burnout among nurses and midwives in medical institutions in Poland: A Crosssectional Study. *BMJ Open*, 9(1), 1-9.
- Unanue, W., Gomez, M. E., Cortez, D., Oyanedel, J. C., and Mendiburo, A. (2017). Revisiting the link between job satisfaction and life satisfaction: the role of basic psychological needs. *Front. Psychol.* 8, 680
- Ünal, S., Karlıdağ, R. and Saim Y. (2001). Hekimlerde tükenmişlik ve iş doyumunu düzeylerinin yaşam doyumunu düzeyleri ile ilişkisi. *Klinik Psikiyatri*, 4, 113-118.
- Yazıcıoğlu, Y. and Erdoğan, S. (2004). *SPSS uygulamalı bilimsel araştırma yöntemleri*. Ankara: Detay Yayıncılık.
- Yiğit, R., Dilmaç, B. and Deniz, E. (2011), İş ve yaşam doyumunu: Konya Emniyet Müdürlüğü alan araştırması. *Polis Bilimleri Dergisi*, 13(3), 1-18.
- Zincirkıran, M., Yalçınsoy, A. and Işık, M. (2016). Yönetici desteği ile iş memnuniyeti arasındaki ilişki. *2nd International Congress on Economics and Business, Bosnia and Herzegovina*.

### Kaynakça Bilgisi / Citation Information

Erer, B. And Çevik Tekin, İ. (2021). Mediation effect of life satisfaction on the relationship of perceived manager support and job satisfaction. *OPUS-International Journal of Society Researches*, 17(33), 95-111. DOI: 10.26466/opus.822889