

## **THE ROLE OF JOB ENGAGEMENT AND ORGANIZATIONAL-BASED SELF ESTEEM IN THE EFFECT OF ORGANIZATIONAL COMMITMENT ON JOB SATISFACTION: A STUDY ON INDUSTRIAL ENTERPRISES**

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### **ABSTRACT**

This study was conducted to examine the role of job engagement and organization-based self-esteem in the effect of organizational commitment on job satisfaction. The research was carried out with data collected from 315 participants working in enterprises operating in the fields of industry. Since industrial enterprises of employees are groups that can differ in terms of their job satisfaction compared to other sectors employees, the research provides useful outputs for the field of activity. According to the results of the study, it was seen that the effect of organizational commitment on job satisfaction was in the same direction and significant. In addition, it has been revealed that employment has a partial mediator role between these two variables. This result shows that job engagement can explain the cause-effect relationship between organizational commitment and job satisfaction. Another finding of the study is that organization-based self-esteem has a moderating role in the effect of organizational commitment on job satisfaction. From this point of view, it is possible to say that organization-based self-esteem can change the strength and level of the effect of organizational commitment on job satisfaction. It has also been determined that organization-based self-esteem plays a moderator role in the effect of job engagement on job satisfaction.

**Keywords:** Job Satisfaction, Organization Commitment, Job Engagement, Organization-Based Self Esteem

**JEL Codes:** M10, M12, L20

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## ÖRGÜT BAĞLILIĞININ İŞ TATMİNİNE ETKİSİNDE İŞE TUTULMA VE ÖRGÜT TEMELLİ ÖZ SAYGININ ROLÜ: ENDÜSTRİYEL İŞLETMELER ÜZERİNE BİR ARAŞTIRMA

### ÖZET

Bu çalışma örgütsel bağlılığın iş tatminine etkisinde işe tutulma ve örgüt temelli öz saygının rolünü incelemek için yapılmıştır. Araştırma, endüstri alanlarında faaliyet gösteren işletmelerde çalışan 315 katılımcıdan toplanan verilerle yürütülmüştür. Endüstri işletmeleri çalışanları, diğer sektör çalışanlarına göre iş tatmini sergilemeleri açısından farklılık gösterebilen gruplar olduğundan araştırma söz konusu faaliyet alanı için faydalı çıktılar sağlamaktadır. Çalışmanın sonuçlarına göre, örgütsel bağlılığın iş tatminine etkisinin aynı yönde ve anlamlı olduğu görülmüştür. Bunun yanı sıra söz konusu iki değişken arasında işe tutulmanın kısmi aracı rolü olduğu da ortaya çıkarılmıştır. Bu sonuç, işe tutulmanın, örgütsel bağlılık ile iş tatmini arasındaki etkide neden-sonuç ilişkisini açıklayabileceğini göstermektedir. Çalışmanın bir diğer bulgusu, örgütsel bağlılığın iş tatminine etkisinde örgüt temelli öz saygının düzenleyici rolünün olduğudur. Bu noktadan hareketle örgüt temelli öz saygının, örgütsel bağlılığın iş tatminine yaptığı etkinin gücünü ve şiddetini değiştirebileceğini söylemek mümkündür. Ayrıca örgüt temelli öz saygının, işe tutulmanın iş tatminine olan etkisinde düzenleyici rol üstlendiği de belirlenmiştir.

**Anahtar Kelimeler:** İş Tatmini, Örgütsel Bağlılık, İşe Tutulma, Örgüt Temelli Öz Saygı

**Jel Kodları:** M10, M12, L20

### INTRODUCTION

Organizations bear a high level of labor, time and cost in order to accept employees, adapt to the job and develop them in the conditions of increasing competition. Therefore, in order to protect this investment, it is obvious that there is a need for employees who work for the organization, are satisfied with their jobs and have high job satisfaction. In other words, one of the ways to protect these investments is to protect and increase the organizational commitment of the employees (Cao & Hamori, 2015: 499).

In this context, it is of great importance that the level of job satisfaction is high, which causes the employee to have a positive attitude at work. Therefore, determining the previous variables such as organizational commitment and job engagement that are likely to affect job satisfaction will also benefit organizations. Although there are studies showing the relationship between organizational commitment and job satisfaction, it has been observed that there is not enough research on how this relationship will show a trend in the presence of mediating and moderator variables. The attitudes of the employees in their workplaces are not dependent on a single variable, but include a holistic combination of many situational factors and variables. Therefore, these relational studies will provide a better explanation and understanding of the variables (Brown, 2003: 28; Zhang, Kang, Jiang & Niu, 2022: 1-3).

In this research, it is aimed to test the organization-based self-esteem of the employees and the role of their job engagement in the effect of the organizational commitment of the employees on the job

satisfaction and to determine the interaction of these variables with each other through hypotheses created with theoretical grounds.

## **1. LITERATURE**

### **1.1. Job Satisfaction**

Job satisfaction can be expressed as the degree of satisfaction felt as a result of positive emotions depending on many factors such as the job itself, salary policy, career development, physical conditions of the workplace, and social relations in the organizations where the employees are involved. This situation can also be explained as the sum of these positive feelings of the employees towards their jobs (Greenberg & Baron, 1997: 178) or the positive attitudes that the employees have reached by evaluating various aspects of their jobs (Kim, Jerrold & Yong-Ki, 2005: 174). These perspectives reveal that job satisfaction has both emotional and attitudinal characteristics, and that job satisfaction consists of positive feelings towards work and that these feelings are generally crafting by revealing an attitude towards work (Çetin & Basım, 2011: 84; Zhao, Li & Shields, 2022: 2). The high level of job satisfaction is a factor in the positive outcome of the activity processes. Job satisfaction, which is one of the concepts that both practitioners and the literature frequently emphasize, arises as a result of being compatible with the expectations of the employees (Huffman, Casper & Payne, 2014: 198-199; Saari & Judge, 2004; Tschopp, Grote & Gerber, 2014: 155-156).

There are many antecedent variables of job satisfaction that can provide a great deal of information about the emotional state when individuals evaluate their job or experience. The importance of job satisfaction for organizations is emphasized by the fact that it is related to concepts such as performance, commitment to work and organization, alienation from work, being punctual and leaving work on time (Ergin, 1997: 33-34). In this context, organizational commitment can provide a comprehensive understanding of how it affects the level of job satisfaction of employees.

### **1.2. Organizational Commitment**

Organizational commitment can be expressed as the degree of internalization of the norms and goals of the organizations in which the employees are involved, the affective commitment of the employees to their organization and the desire to continue working for their organization (Allen & Meyer, 1996: 252; Morrow, 1983: 486). In this context, organizational commitment emerges as an attitude characterized by the tendency of employees to accept the common values in their organizations, the tendency to strive for oneself and the desire to stay in the organization (Çarıkçı & Küçükeşmen, 2017: 747). Organizational commitment is an active relationship in which the organization and the individual are willing to give something of themselves to contribute to the organization. This relationship

is active and operational in organizational commitment (Çetin, Basım & Aydoğan, 2011: 63; Meyer & Allen, 1991: 67-69; Meyer, Allen & Smith, 1993: 539; Mowday, Steers & Porter, 1979: 226; Wiener & Vardi, 1980: 95-96) considered organizational commitment as a three-dimensional organizational commitment model: “affective, continuance and normative commitment”. Affective commitment refers to employees' identification with the organizations they work for their emotional attachment to the organization (Allen & Meyer, 1996: 253), their participation in the organization (Allen & Meyer, 1990: 2; Meyer, Stanley, Herscovitch & Topolnytsky, 2002: 21) and their preference to stay in the organization. Continuance commitment is the awareness of the costs that will occur in the event of leaving the organization where the employees work (Allen & Meyer, 1996: 253; Meyer, Stanley & Parfyonova, 2012: 1; Meyer, Stanley, Jackson, McInnis, Maltin & Sheppard, 2012: 226). Employees with continuance commitment focus on what they get in return for their efforts and what they will lose when they leave the job (Dağlı, Elçiçek & Hane, 2018: 1790). These employees make the highest effort only when the rewards they receive match their expectations (Starnes & Truhon, 2006: 3). Normative commitment is explained as the commitment of employees to their organizations with a sense of obligation (Allen & Meyer, 1996: 253; Meyer et al, 2012: 1; Meyer, et al., 2012: 226). In other words, it is related to the individual loyalty norms of the employees and is affected by their cultural and social characteristics (Afşar, 2011: 10). According to Testa (2001: 228-229), organizational commitment can be seen as an emotional response to the positive evaluation of the work environment. Such attachment can be considered an emotional response, especially when the individual has a strong belief in the goals and values of the organization and/or shows a strong desire to maintain membership in the organization. Job satisfaction is the result of an individual's evaluation of various aspects of the work environment. In this context, we assume that the emotional response of organizational commitment will affect the relationship to job satisfaction. In order to determine the relationship between organizational commitment and job satisfaction, which affects job satisfaction and is considered as one of the antecedents of job satisfaction, Hypothesis 1 was formed within the framework of the theoretical explanations stated.

*H<sub>1</sub>: Organizational commitment has a positive effect on job satisfaction.*

Another phenomenon that has an impact on the relationship between organizational commitment and job satisfaction and is important in this context is the employee's ability to be job engagement.

### **1.3. Job Engagement**

Job engagement is defined as a positive, satisfying, work-related mental state characterized by being vitality, dedication, and absorption (Schaufeli, Salanova, Gonzalez-Roma & Bakker, 2002: 75). Job engagement is a continuous expression related to the commitment and passion that employees feel

towards their work (Bakker & Demerouti, 2008: 209-210) and immersing themselves in their roles in the workplace by adding their emotional energies to their work (Kahn, 1990: 694). It is assumed that job engagement, which can be seen as a certain mental state in the psychological existence of the employee, produces positive results both at the individual and organizational level. Job engagement is a motivational and emotional state (Bakker, Schaufeli, Leiter & Taris, 2008: 187-189). Affective commitment provides the emergence and development of an emotional bond between the employee and the organization. It can be thought that job engagement will increase this bond to a high level. The concept of job engagement has been defined as the degree to which employees as a whole relate to their job as a part of their life. Therefore, job engagement is a normative belief (Kanungo, 1982: 342). In other words, seeing the organization he is in as a part of his life may require the employee to be normatively dependent on the organization. At this point, it can be said that job engagement represents the motivation and positive attitudes of the employees towards the job. In addition, organizational commitment is a phenomenon that encourages a positive attitude for the employee. In particular, employees with a high level of affective commitment are considered to be vigor and absorption in their tasks at work. In this context, the idea that organizational commitment, which is generally explained as an outcome variable, can affect job engagement. Hypothesis 2 was created to examine the relationship between organizational commitment and job engagement.

*H<sub>2</sub>: Organizational commitment has a positive effect on job engagement.*

Engagement is a relatively positive or direct state in which employees devote themselves to achieve their goals, while satisfaction can be seen as a more passive feeling of achieving goals (Wen, Gu & Wen, 2018: 8-9). Saks (2006: 613) showed that job engagement is related to workers' attitudes, intentions, and behaviors. Job engagement, which can be seen as a certain mental state in the psychological existence of the employee, is assumed to produce positive results both at the individual level and at the organizational level (Bakker et al., 2008: 189). In this case, in order to determine the effect of job engagement on job satisfaction, which is considered as a positive result, the hypothesis 3 was created.

*H<sub>3</sub>: Job engagement has a positive effect on job satisfaction.*

Job engagement levels, conceptualized as the emotional, cognitive and physical immersion of employees in their job roles, can be considered as an important indicator of their emotional, cognitive and physical adaptation to their job and their internalization of job roles. When employees receive resources and support from their workplaces, they are more deeply connected to their role performances (Güler, Çetin & Basım, 2017: 331; Kahn, 1990: 694). Therefore, they can immerse themselves more in their daily activities and feel a greater sense of belonging to the organization (Schaufeli & Bakker, 2004: 295). According to Hobfoll's (2002: 312) "Conservation Theory of Resources", job engagement is based

on the conservation of resources such as the individual's personal characteristics and conditions. Job engagement is a phenomenon characterized by participation, vitality, dedication, and absorption and manifests as a positive work-related state. It is evaluated that if employees have job engagement, in this situation job engagement can play a mediation role between organizational commitment and job satisfaction by producing positive results both individually and organizationally. In this context, the hypothesis 4 was formed.

*H<sub>4</sub>: Job engagement has a mediating role in the effect of organizational commitment on job satisfaction.*

#### **1.4. The Moderation Role of Organization-Based Self- Esteem**

Organization-based self-esteem is expressed as the extent to which employees as members of the organization believe in the organization they are in according to their own values, competencies and perceptions (Gardner & Pierce, 1998: 50; Pierce, Gardner, Cummings & Dunham, 1989: 625). Organization-based self-esteem, which can be explained within the scope of “Self-Regulation Theory”, is defined as meeting the self-regulation of employees on the basis of the needs of the organization. “Self-Regulation Theory” explains the level of attitudes and behaviors of employees towards their work within the scope of their selves. The aim of this theory, which adopts a control and shaping approach, is to maintain verbal and behavioral bonds in the self-control structure, which is seen as a self-reflection of the individual (Carver & Scheier, 1982: 112; Gardner, Huang, Niu, Pierce & Lee, 2014: 3; Kanfer & Karoly, 1972: 398). In this context, it is seen that employees who have high organization-based self-esteem contribute positively to the organization and increase the values they give to the organization in the same ratio as the self-worth they give. Organization-based self-esteem provides an environment with high reliability on the basis of the individual's belief in the organization. Organization-based self-esteem can also be explained within the scope of “Behavioral Plasticity Theory”. According to this theory, it is expressed to what extent and how an individual's attitudes and behaviors are affected by external factors (Brockner, 1988: 27). “Behavioral Plasticity Theory” provides the estimation of cognitive, effective and behavioral indicators such as job satisfaction and organizational commitment, identification with the job, intention to leave the job, on the basis of the individual's fit with the organization (Saks & Ashforth, 2000: 56). This effect can be such that it can change the power and violence between affective, normative and continuance commitment to the organization and their employment in individuals with high organization-based self-esteem. Therefore, it seems that organization-based self-esteem is related to job satisfaction, organizational commitment and job engagement. (Pierce et al., 1989: 623-624; Gardner & Pierce, 1998: 48). Organization-based self-esteem shows that managers focus on achieving a healthier sense of self-esteem in conditions of increasingly uncertain working conditions, increasing conflicts and

increasing demandingness. In this context, high organization-based self-esteem of employees is an important step in encouraging experiences that facilitate development and sustainability (Brockner, 1983: 238; Brockner, Davy & Carter, 1985: 229-230; McAllister & Bigley, 2002: 896; Steers, 1977: 47). It shows that employees with low organization-based self-esteem cope with problems in their work environment passively. Therefore, one of the most consistent regulatory effects on performance is organization-based self-esteem. In other words, low organization-based self-esteem may cause employees to sometimes ignore the lack of support and resources needed to do their jobs, and sometimes passively accept them. This can lead to damage to performance levels (Pierce, Gardner, Dunham & Cummings, 1993: 271). Schuler (1977: 159) observed that employees with high organization-based self-esteem was more passionate about doing their jobs, while individuals with low organization-based self-esteem were more adversely affected by environmental conditions in their work environment. In other words, regardless of whether the environmental conditions are bad or not, employees with low organization-based self-esteem have lower organizational commitment than employees with high organization-based self-esteem. In addition, it was observed that the level of job engagement decreased. Based on this result, it is thought that organization-based self-esteem may have a predictive power in the effect of organizational commitment on job satisfaction. In this context, the 5th hypothesis of the study was formed as follows.

*H<sub>5</sub>: Organization-based self-esteem has a moderator role in the effect of organizational commitment on job engagement.*

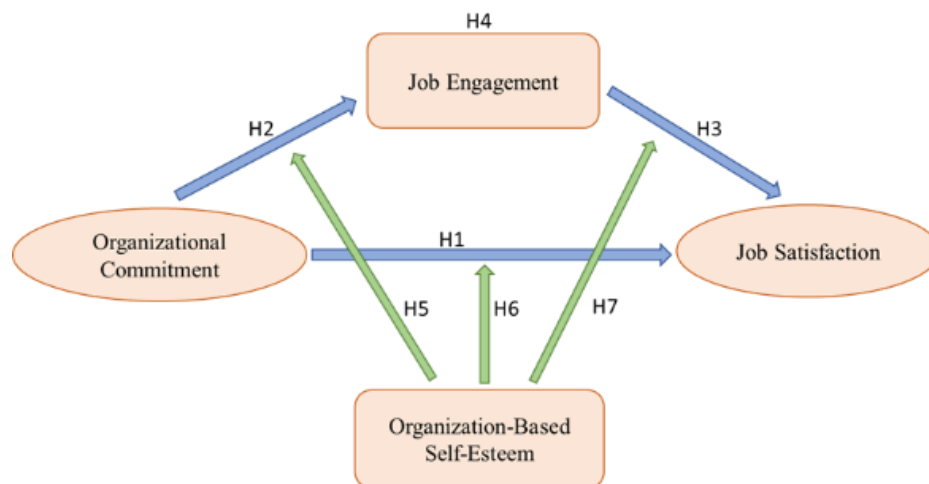
Individuals with low self-esteem exhibit more reactive attitudes and behaviors than individuals with high self-esteem (Pierce et al., 1993: 283-284). In other words, it enables individuals to give more moderate responses with high self-esteem. In this context, self-esteem on the basis of the organization has a decisive effect on emotional and behavioral reactions. In the study of Zhang et al. (2022: 3-4), it was emphasized that the creativity and development of employees with high, organization-based self-esteem was high. In addition, in this study, it was seen that individuals' commitment to the organization and their job satisfaction levels were high within the framework of organization-based self-esteem. This study was implemented in two stages. Data were collected from 387 employees in the first stage and 207 employees and supervisors in the second stage. In this study, the moderator role of organization-based self-esteem on working individuals was examined. According to the results of the study, it was seen that individuals with high organization-based self-esteem are more successful in their jobs and are more likely to moderate the relationship between workplace exclusion and employee creativity. In this context, employees' feeling that they are successful in their jobs and separation from negative processes such as exclusion can increase the individual's affective and normative commitment levels. In the light of this information, the 6th hypothesis of the study was formed as follows.

*H<sub>6</sub>: Organization-based self-esteem has a moderator role in the effect of organizational commitment on job satisfaction.*

“The Theory of Conservation of Resources” in the “Social Resident Model” refers to the efforts of individuals to obtain, protect and increase the resources they value (Yürür, 2011: 109). According to Yürür (2011), this theory argues that individuals feel successful as long as they improve their personal characteristics such as self-esteem, environmental social conditions, and maintain existing conditions. From this perspective, individuals will begin to feel unsuccessful due to lack of resources when they cannot find support for their organization-based self-esteem mitigating effects, and when their conditions become increasingly uncertain, conflicting and demanding. Feeling unsuccessful of the individual will decrease their passion for work as well as decrease job satisfaction within the scope of the outcome variable. In this context, organization-based self-esteem may have a moderating effect between job engagement and job satisfaction. For example, it suggests that as resources become less supportive, encouraging steps by management such as establishing and developing a healthy sense of self-esteem will be important. An individual's organization-based self-esteem can change the strength and direction of job engagement on job satisfaction. For instance, while job satisfaction of an individual with low job engagement is low, in the case of the predictive power of organization-based self-esteem, the low-side effect between these two variables may turn into a high-side effect. In addition, organizational-based self-esteem can increase or decrease the power of job engagement on job satisfaction. In the light of this information, the 7th hypothesis of the study is formed below.

*H<sub>7</sub>: Organization-based self-esteem has a moderator role in the effect of job engagement on job satisfaction.*

In the light of the information supported by the literature, all the hypotheses of the study are shown in Figure 1 below.



**Figure 1.** Research Model



## 2. RESEARCH METHOD

### 2.1. Sample

The research was carried out with the data collected from 315 participants working in enterprises operating in the fields of industry. Since industrial enterprises are groups that can differ in terms of their job satisfaction compared to other sectors, the research provides useful outputs for the field of activity. In order to collect the study data, a 39-question questionnaire was applied face-to-face and online on a voluntary basis. 51% (160) of the participants were male and 49% (155) were female. In addition, 19% of the participants are primary school/secondary school, 28% high school, 6.5% associate degree, 23% undergraduate and 30% graduate.

The collected data were analyzed using Smart PLS and SPSS package program. In the study, validity analysis, reliability and Booststrapping analyzes were performed in the Smart PLS program, while correlation and frequency analyzes were performed in the SPSS program.

### 2.2. Measurement Scales

*Job Satisfaction Scale:* For the job satisfaction scale developed by Hackman & Oldham (1975: 165) and adapted into Turkish by Basım and Şeşen (2009: 811) was used. The single-factor and 5-item scale is evaluated in a 5-point Likert format (1=Strongly Disagree, 5=Strongly Agree).

*Organizational Commitment Scale:* To measure organizational commitment, a scale consisting of 18 questions and 3 sub-dimensions developed by Meyer and Allen (1991: 545) and adapted into Turkish by Dağlı et al. (2018: 1777) was used (1=Strongly Disagree, 5=Strongly Agree).

*Job Engagement Scale:* To Measure job engagement, the short version of the 9-item Job Engagement Scale developed by Schaufeli, Bakker & Salanova (2006: 714) and was adapted into Turkish by UWES-9 Güler, Çetin & Basım (2019: 197) and three sub-dimensions of 6 items (1=Strongly Disagree, 5=Strongly Agree) were used.

*Organization Based Self-esteem Scale:* For the organization-based self-esteem scale, a one-dimensional, 10-item scale developed by Pierce et al. (1989: 634) and adapted into Turkish by Güner Kibaroglu (2022: 56-58) was used (1=Strongly Disagree, 5=Strongly Agree).

### 2.3 Validity and Reliability

Reliability, divergence and convergent validity tests of the scales were performed in the Smart PLS program. In all analyzes, it was suggested by Fornell and Larcker (1981: 46); It was examined whether the Cronbach Alpha value was equal to or greater than 70%, the factor loads of each item were equal to or higher than 40%, and the explained AVERAGE Variance Extracted (AVE) value was equal to or higher than 50% (Hair, Hult, Ringle & Sarstedt, 2017: 137). In this context, the validity and

reliability analysis results of the scales used in the study were at an acceptable level with Cronbach's Alpha values in the first evaluation. However, factor loads, Composite Reliability, (CR) and explained AVERAGE Variance Extracted (AVE) values for the normative commitment sub-dimension of the organizational commitment scale were observed below the acceptable value. For this reason, only one item (*NC3 If I were to leave my job right now, I would feel guilty*) was removed from the normative commitment sub-dimension of the organizational commitment scale. It was not necessary to remove any item from other variables. As a result of the changes made, the internal consistency of the scales was achieved according to the final values (Table 1).

**Table 1.** Validity and Reliability Results of the Scale (Smart PLS)

Variable		Items	Fac. L	( $\alpha$ )	CR	AVE
Organizational Commitment	Affective Commitment	AC1	0.450	0.797	0.800	0.609
		AC2	0.508			
		AC3	0.702			
		AC4	0.652			
		AC5	0.654			
		AC6	0.805			
	Continuance Commitment	CC1	0.625	0.780	0.798	0.680
		CC2	0.841			
		CC3	0.679			
		CC4	0.713			
		CC5	0.828			
		CC6	0.751			
	Normative Commitment	NC1	0.787	0.741	0.890	0.590
		NC2	0.740			
		NC3	0.399			
		NC4	0.879			
		NC5	0.694			
		NC6	0.801			
Organization-Based Self-Esteem	OBSE1	0.675	0.873	0.775	0.613	
	OBSE2	0.581				
	OBSE3	0.764				
	OBSE4	0.698				
	OBSE5	0.843				
	OBSE6	0.727				
	OBSE7	0.654				
	OBSE8	0.555				
	OBSE9	0.558				
	OBSE10	0.552				
Job Engagement	JE1	0.833	0.890	0.826	0.534	
	JE2	0.787				
	JE3	0.869				
	JE4	0.820				
	JE5	0.841				
	JE6	0.833				
Job Satisfaction	JS1	0.660	0.786	0.872	0.617	
	JS2	0.801				
	JS3	0.756				
	JS4	0.616				
	JS5	0.744				

Fac. L; Factor Loading, ( $\alpha$ ); Cronbach Alpha, CR; Composite Reliability, AVE; Average Variance Extracted

In Table 1, it was seen that the values of all the scales used in the study provided the goodness fit values of the model. In other words, reliability (Cronbach's Alpha) and convergent validity (CR) and explained Average Variance Extracted (AVE) values seem to be at acceptable levels. In addition, cross-loads and HTMT criteria were used to determine the discriminant validity of the four variables used in the study (Fornell & Larcker, 1981: 47; Henseler, Ringle & Sarstedt, 2015: 116). In this context, it is

seen that the cross loads and HTMT values are below the threshold value. HTMT values are shown in Table 2.

**Table 2.** Differential Validity Results (HTMT Coefficients)

Variables	AC	CC	NC	JE	OBSE
AC					
CC	0.640				
NC	0.639	0.530			
JE	0.581	0.533	0.568		
OBSE	0.558	0.516	0.465	0.543	
JS	0.390	0.387	0.366	0.224	0.384

AC: Affective Commitment, NC: Normative Commitment,  
JE: Job Engagement, OBSE: Organization-Based Self-Esteem, JS: Job Satisfaction

As seen in Table 2, according to the HTMT criterion, the condition that the expressions of all the variables in the study should be below 0.90 in close concepts and below 0.85 in distant concepts (Henseler et al., 2015: 215).

Again, the model fit test values of the variables used in the study were examined. In these tests, it was suggested by Fornell and Larcker (1981: 47); multicollinearity coefficient less than 5 ( $VIF < 5$ ), data consistency coefficient greater than or equal to 70% ( $\rho_A \geq 0.70$ ), good fit value less than 0.08 ( $SRMR < 0.08$ ; Chen, 2007: 467), model good fit the difference between the correlation coefficients of the model and the experimental correlation coefficients ( $d_{ULS}$  and  $d_G$ ) was insignificant ( $p > 0.05$ ) (Dijkstra & Henseler, 2015: 36), and the normed fit index was greater than or equal to 90% ( $NFI \geq 0.90$ ) (Hair et al., 2017: 36). Table 3 shows the results of the mentioned analysis.

**Table 3.** Model Goodness Fit Values

Variable		Items	VIF	rho- A	SRMR	d-ULS	d_G	NFI
Organizational Commitment	Affective Commitment	AC1	1.312	0.820	0.023	11.147 (p > 0.05)	1.699 (p > 0.05)	0.906
		AC2	1.393					
		AC3	1.698					
		AC4	1.727					
		AC5	1.876					
	AC6	1.725						
	Continuance Commitment	CC1	1.702	0.779				
		CC2	1.834					
		CC3	1.508					
		CC4	1.067					
		CC5	1.159					
	CC6	1.127						
	Normative Commitment	NC1	1.518	0.916				
		NC2	1.717					
		NC4	2.053					
NC5		1.722						
NC6		1.320						
Organization-Based Self Esteem		OBSE1	1.675	0.791				
		OBSE2	2.390					
		OBSE3	2.554					
		OBSE4	2.818					
		OBSE5	2.652					
		OBSE6	2.432					
		OBSE7	1.378					
		OBSE8	1.789					
		OBSE9	1.388					
		OBSE10	1.552					
Job Engagment		JE1	1.833	0.771				
		JE2	2.987					
		JE3	2.314					
		JE4	2.721					
		JE5	2.750					
		JE6	2.310					
Job Satisfaction		JS1	0.660	0.890				
		JS2	0.801					
		JS3	0.756					
		JS4	0.616					
		JS5	0.744					

VIF: Variance Inflation Factor, rho\_A: A reliability coefficient (data consistency coefficient), SRMR: Standardized Root Mean Square Residual, d-ULS; The Squared Euclidean Distance, d-G: The Geodesic Distance, NFI: Normed Fit Index

As seen in Table 3, it is seen that there is no overlapping item among the variables covered in the study (VIF<5). In addition, the data consistency of the variables ( $\rho_A \geq 0.70$ ), having an acceptable good fit value (SRMR<0.08) and insignificant difference between correlation coefficients and experimental correlation coefficients (d\_ULS & d\_G;  $p > 0.05$ ) were met. Moreover, the condition that the normed fit index should be equal to or greater than 90% was met. All these results show that the study is valid.

## 2.4 Findings and Discussion

In this study, Partial Least Squares Path Analysis (PLS-SEM) was used to analyze the hypotheses created as a result of the literature review, and the data were analyzed in the Smart PLS statistical program (Hair et al., 2017: 215; Ringle, Wende & Becker, 2015; Yıldız, 2020:21). In this context, first of all, the disclosure rates ( $R^2$ ) between the variables were examined. In addition to these, the effect size ( $F^2$ ) and estimation coefficient ( $Q^2$ ) values were examined. The fact that the predictive power coefficients “ $Q^2$ ” calculated in the study are greater than zero indicates that the research model has the power to predict endogenous variables (Hair et al., 2017: 148). The analysis results in question are shown in Table 4.

**Table 4.** Research Model Coefficients

Variables		$R^2$	$F^2$	$Q^2$
OC	AC	0.534	.338	0.212
	CC	0.672	.314	0.384
	NC	0.351	.318	0.298
OBSE		0.801	.609	0.316
JE		0.604	.602	.322
JS				

AC: Affective Commitment, NC: Normative Commitment, JE: Job Engagement, OBSE: Organization-Based Self-Esteem, JS: Job Satisfaction,  $R^2$ : Coefficients of determination,  $f^2$ : Effect Sizes,  $Q^2$ : Predictive Relevance.

$R^2$  values obtained in the working model, as seen in Figure 4, it is seen that organizational commitment explains 53% for the affective commitment dimension, 67% for the continuance commitment dimension and 35% for the normative commitment dimensions. Additionally, Table 4 also showed that the working model has predictive power of organizational commitment, organization-based self-esteem and job engagement variables. In addition, if the effect size value ( $f^2$ ) is equal to or above 0.02, it is weak; more than or equal to 0.050 is moderate; A value equal to or above 0.350 indicates a high correlation (Hair et al., 2017: 211). Looking at the results of the study, it was observed that there was a moderate effect size for organizational commitment, organization-based self-esteem and job engagement.

As well as, within the scope of the study, correlations between factors and the square root of the AVE of each factor were compared and the discriminant validity between factors was analyzed (Fornell & Larcker, 1981: 46-47). According to this comparison, the condition that the square root of the AVE values is greater than the correlation values between the factors was checked. In other words, when the relationship between each variable used in the study was examined, the high square root of AVE and how the variables differed among themselves were examined. In this context, it has been observed in

Table 5 that the square root AVE of the variables used in the study is very high and well differentiated. The values in parentheses in Table 5 are the square root values of AVE. When these values are examined, it is seen that the square root of the AVE value of each structure is higher than the correlation coefficients with the other structures.

**Table 5.** Correlations Between Variables, Decomposition and Criterion Validity (Fornell & Larcker)

Variables		Organizational Commitment			OBSE	JE	JS
		AC	CC	NC			
Organizational Commitment	Affective Commitment (AC)	<b>(0.780)</b>	.536**	.143**	.435**	.530**	.691**
	Continuance Commitment (CC)	.535**	<b>(0.824)</b>	.343**	.712**	.459**	.551**
	Normative Commitment (NC)	.143**	.343**	<b>(0.768)</b>	.563**	.348**	.214**
Organization-Based Self-Esteem (OBSE)		.435**	.712**	.563**	<b>(0.782)</b>	.289**	.264**
Job Engagement (JE)		.530**	.459**	.348**	.289**	<b>(0.730)</b>	.628**
Job Satisfaction (JS)		.691**	.551**	.214**	.264**	.628**	<b>(0.785)</b>

\*\*p< .01, Sd; Standard Deviation, In parentheses; AVE square root value

According to the results of the correlation analysis in Table 5, there is a significant relationship between organizational commitment and job satisfaction and job engagement. In addition, there is a significant relationship between organization-based self-esteem and job satisfaction and job engagement. Cohen rated the degrees of these relationships as weak, moderate, and high (Cohen, 1988: 63). When this rating is taken as a reference, affective commitment, which is the sub-dimension of organizational commitment, and job satisfaction are in the same direction, highly and significant ( $r=.691$ ,  $p<0.01$ ), and between continuance commitment and job satisfaction in the same direction, moderate and significant ( $r=.551$ ,  $p<0.01$ ), there is a moderate and significant ( $r=.214$ ,  $p<0.01$ ) relationship between normative commitment and job satisfaction in the same direction. In other words, there is a significant relationship between organizational commitment and job satisfaction in the same direction. Moreover, affective commitment and job engagement were in the same direction, high and significant ( $r=.530$ ,  $p<0.01$ ), and between continuance commitment and job engagement was the same, moderate and significant ( $r=.459$ ,  $p<0$ ) and there is a moderate and significant ( $r=.348$ ,  $p<0.01$ ) relationship in the same direction between normative commitment and job engagement. In addition, there is a high and significant ( $r=.628$ ,  $p<0.01$ ) relationship between job engagement and job satisfaction in the same direction. The analysis of the effects and mediation effects between the variables used in the study is shown in Table 7.

**Table 7.** Mediation Effect

Model	$\beta$	Standard Deviation (STDEV)	T Statistics	P Values	Indirect Effects	Total Effect
Affective Commitment -> Job Engagemant	0.250	0.290	0.862	0.009	0.678	0.562
Affective Commitment -> Job Satisfaction	0.399	7.549	0.053	0.048		
Continuance Commitment -> Job Engagemant	0.527	0.459	1.147	0.002	0.598	0.435
Continuance Commitment -> Job Satisfaction	0.211	11.699	0.018	0.006		
Normative Commitment -> Job Engagemant	0.255	0.243	1.050	0.029	0.601	0.424
Normative Commitment -> Job Satisfaction	0.011	11.640	0.001	0.019		
Job Engagemant -> Job Satisfaction	0.440	2.225	0.198	0.043		

As can be seen in Table 7, affective commitment to job satisfaction ( $\beta=0.399$ ;  $p<0.05$ ); continuance commitment to job satisfaction ( $\beta=0.211$ ;  $p<0.05$ ) and normative commitment to job satisfaction ( $\beta=0.011$ ;  $p<0.05$ ); appears to have an effect. According to these results, the  $H_1$  hypothesis of the study was supported. Moreover, affective commitment has an effect on job engagement ( $\beta=0.250$ ;  $p<0.05$ ); continuance commitment has an effect on job engagement ( $\beta=0.527$ ;  $p<0.05$ ) and normative commitment has an effect on job engagement ( $\beta=0.255$ ;  $p<0.05$ ). This result shows that the  $H_2$  hypothesis of the study is supported. In addition to these, job engagement was associated with job satisfaction ( $\beta=0.440$ ;  $p<0.05$ );  $H_3$  hypothesis was supported due to the fact that it had an effect.

Analyzes were made by considering the method of Zhao et al., rather than the traditional approach for the mediating effect created within the scope of the research model. In this context, the VAF value was calculated (Baron & Kenny, 1986: 1176-1177; Zhao, Lynch, & Chen, 2010: 199-201) (VAF>80% Full Mediation,  $20\% \leq \text{VAF} \leq 80\%$  Partial Mediation, VAF<20% No Effect of Mediation).

$$\text{VAF}_1 = (\text{Indirect Effect}) / (\text{Indirect Effect} + \text{Total Effect}) = 0.678 / (0.678+0.562) = 0.546 = \%54.6$$

$$\text{VAF}_2 = (\text{Indirect Effect}) / (\text{Indirect Effect} + \text{Total Effect}) = 0.598 / (0.435+0.598) = 0.578 = \%57.8$$

$$\text{VAF}_3 = (\text{Indirect Effect}) / (\text{Indirect Effect} + \text{Total Effect}) = 0.601 / (0.601+0.424) = 0.586 = \%58.6$$

The calculated VAF values expansions are as follows;  $\text{VAF}_1$  shows the mediating effect of job engagement on the effect of affective commitment on job satisfaction.  $\text{VAF}_2$  indicates the mediating effect of job engagement on the effect of continuance commitment on job satisfaction.  $\text{VAF}_3$  shows that



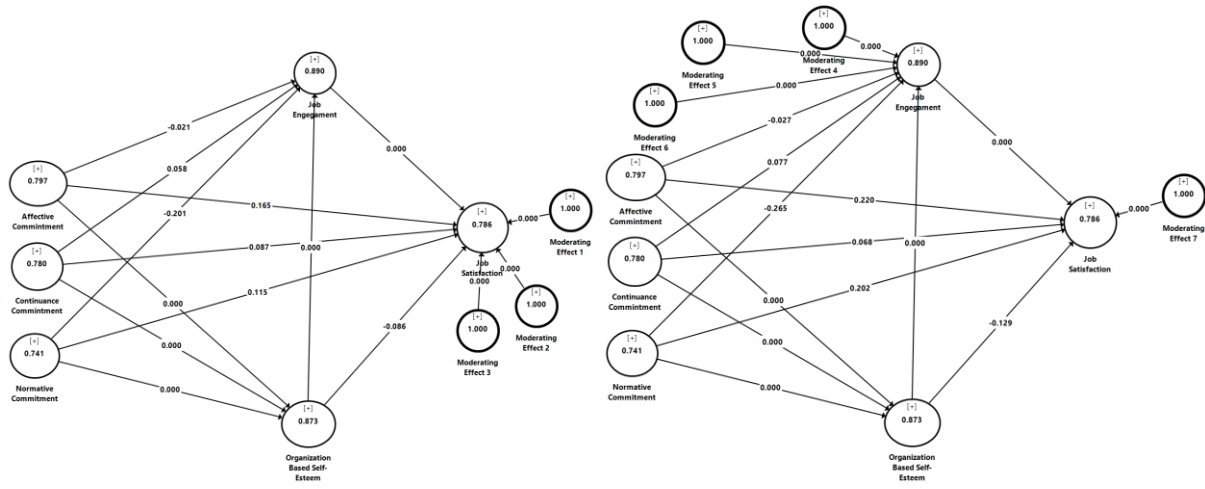
job engagement has a mediating effect on the effect of normative commitment on job satisfaction. Considering the results of VAF values, organizational commitment has a partial mediating effect on job satisfaction. In this context, the H<sub>4</sub> hypothesis is supported.

In order to test the moderator role of the organizational-based self-esteem variable in the research model, the interaction terms regulatory effect 1, 2, 3, 4, 5, 6 and 7 were created. Two-stage method was preferred as the calculation method of the interaction terms. The 1st interaction term is the effect of affective commitment on job satisfaction, the 2nd interaction term is the effect of continuance commitment on organizational commitment, the 3rd interaction term is the effect of normative commitment on job satisfaction, the 4th interaction term is the effect of affective commitment on job engagement, the 5th interaction term is the effect of continuance commitment on job engagement, the interaction term number 6 was added to the model as the effect of normative commitment on job engagement, and the interaction term number 7 as the moderator role of organization based self-esteem in the effect of job engagement on job satisfaction. In line with the effects in Table 8, it was observed that the regulatory role of organization-based self-esteem in the effect of affective, continuance and normative commitment on job satisfaction was significant ( $\beta=0.206$ ;  $\beta=0.065$ ;  $\beta=0.071$   $p<0.01$ ). In addition, the moderator role of organization-based self-esteem was found to be significant ( $\beta=0.409$ ;  $\beta=0.290$ ;  $\beta=0.037$   $p<0.01$ ) in the effect of effective, continuance, and normative commitment on job engagement. Moreover, the moderator role of organization-based self-esteem ( $\beta=0.041$   $<0.01$ ) in the effect of job engagement on job satisfaction is significant.

**Table 8.** Moderation Effect

Model	$\beta$	Standard Deviation (STDEV)	T Statistics	P Values
Moderating Effect 1 -> Job Satisfaction	0.206	0.453	0.454	0.040
Moderating Effect 2 -> Job Satisfaction	0.065	0.815	0.080	0.036
Moderating Effect 3 -> Job Satisfaction	0.071	0.309	0.229	0.019
Moderating Effect 4 -> Job Engegament	0.409	4.651	0.088	0.030
Moderating Effect 5 -> Job Engegament	0.290	0.585	0.496	0.020
Moderating Effect 6 -> Job Engegament	0.037	2.915	0.013	0.039
Moderating Effect 4 -> Job Engegament	0.041	0.105	0.393	0.005

The results of all analyzes conducted within the scope of the study are shown in Figure 2.



*Moderation Effect 1.2.and 3*

*Moderation Effect 4.5.6 and 7*

**Figure 2.** Structural Equation Model (Smart PLS)

**CONCLUSION**

The concept of job satisfaction is a concept that has been discussed frequently since the day it was introduced by practitioners and academicians. In particular, organizational commitment is among the variables affected by this concept. In this study, a comprehensive examination was made on the effect of organizational commitment on job satisfaction and the role of organization-based self-esteem and job engagement in this effect.

The study showed that the effect of organizational commitment on job satisfaction was significant in the same direction. In other words, as the individual's commitment to the organization increases/decreases, job satisfaction may increase/decrease. In addition, it has been revealed that there is a partial mediation of effect between these two variables. This result shows that job engagement can explain the cause and effect relationship between organizational commitment and job satisfaction. In other words, while organizational commitment positively affects job satisfaction in the same direction, when job engagement is added to this process, the strength of the mentioned effect increases. In addition, it was observed in the study that organization-based self-esteem had a moderating effect on the effect of organizational commitment on job engagement. Moreover, another finding of the study is that organization-based self-esteem has a moderating effect on the effect of organizational commitment on job satisfaction. According to another finding of the study, it is seen that organization-based self-esteem has a moderating role in the effect of job engagement on job satisfaction. In other words, organization-based self-esteem has the power to predict the effect of job engagement on job satisfaction. In other words, organization-based self-esteem can change the power and direction of job commitment on job satisfaction. Those result showed that organization-based self-esteem would change the strength and

severity of the mentioned effect on the effect between organizational commitment, job engagement and job satisfaction. Within the scope of these findings, the high respect of individuals on the basis of the needs of the organization has the power to change the relationships between the variables discussed in the study. According to all these results of the study, it is suggested that businesses and the literature take into account variables such as organizational commitment, organization-based self-esteem, and individuals' behavior and attitude in order to provide job satisfaction.

This study has some limitations. For this reason, it is recommended not to generalize when interpreting the results of the study. Among the limitations in question, there are cross-sectional data, limited sample size and common method variance.

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