İnsan ve Sosyal Bilimler Dergisi

The Mediating Role of Job Satisfaction in The Relationship Between Socıal Rgihts And Emotional Commitment in The Management and Organization

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ABSTRACT	RESEARCH ARTICLE
Mediation tests make it easier to analyze relationships that are not noticeable at first glance between related variables. Mediation tests examine and define the indirect relationship in situations where there seems to be no direct dependency between the dependent and the independent variable. For this reason, the method known as causal step approach, which has become widespread as the Baron and Kenny technique, describes the relationships with consecutive regression analysis. The purpose of this research is to examine the stages of the mediation model in a sample dataset. This data set consists of questionnaire results obtained from a total of 4060 people selected by random sampling technique. STATA 14 package program was used for statistical analysis of the collected data. Three questions that measure the levels of social rights offered to employees, emotional attachment levels, and job satisfaction levels constitute the variables that are selected to examine the mediation model. In this research, the relationship between the levels of social rights offered to employees and their emotional commitment levels and the mediating role of job satisfaction in this relationship were examined in statistical process. According to the results of the research, it was concluded that job satisfaction has a partial mediating effect in the relationship between social rights and emotional commitment	

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Yönetim ve Organizasyonda Sosyal Haklar ve Duygusal Bağlılık Arasındaki İlişkide İş Doyumunun Aracılık Rolü

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ÖZ	ARAŞTIRMA MAKALESİ
Aracılık testleri, birbiriyle ilişkili değişkenler arasında ilk bakışta fark edilemeyen ilişkileri çözümlemekte kolaylık sağlar. Aracılık testleri, bağımlı ve bağımsız değişken arasında doğrudan bir bağımlılık yok gibi görünen durumlarda dolaylı ilişkiyi inceleyip tanımlar. Bu nedenle Baron ve Kenny tekniği olarak da yaygınlaşan nedensel adım yaklaşımı olarak bilinen yöntemde peşpeşe regresyon analizleri ile ilişkiler açıklanır. Bu araştırmanın amacı, aracılık modelinin aşamalarını örnek bir veri setinde incelemektir. Bu veri seti rastgele örneklem tekniği ile seçilen toplam 4060 kişiden elde edilen anket sonuçlarından oluşmaktadır. Toplanan verilerin istatistiksel analizleri için STATA 14 paket programı kullanılmıştır. Aracılık modelini incelemek amacıyla seçilen değişkenleri; işgörenlere sunulan sosyal hakların seviyeleri, duygusal bağlılık seviyeleri ve iş doyumu seviyelerini ölçen üçer soru oluşturmaktadır. Araştırmada, işgörenlere sunulan sosyal hakların seviyeleri ile duygusal bağlılık seviyeleri arasındaki ilişki ve bu ilişkide iş doyumu seviyesinin aracılık rolü istatistiksel süreçte incelenmiştir. Araştırmanın sonucuna göre, sosyal haklar ve duygusal bağlılık arasındaki ilişkide iş doyumunun kısmi aracılık etkisi olduğu sonucuna ulaşılmıştır.	*Alınma tarihi*: 14.04.2020 *Düzeltilmiş hali alınma tarihi*: 14.05.2020 *Kabul edilme tarihi:* 15.05.2020 *Çevrimiçi yayınlanma tarihi:* 26.05.2020
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1. Introduction

Regression analyzes are carried out to determine the mediation relationship. The most widely used approach to determine this relationship is the causal step approach that has entered the literature as the Baron and Kenny technique (Gürbüz and Şahin, 2014).

In this approach model, there are hierarchical regression analyzes based on the steps suggested by the relationship. Regression analysis is started by measuring the correlations between mediator variable, predictive (independent) variable and predicted (dependent) variable. Once the mediator variable has been determined, some assumptions need to be tasted to determine whether the variable can actually be a mediator. Sobel test was applied to determine the statistical significance of the mediating effect. The mediator variable can reflect all or only part of the relationship observed between the dependent and the independent variable. The situation that reflects the whole relationship is defined as full mediation, and the situation that reflects some of it is defined as partial mediation (Kenny et al., 1998).

In the mediation models, the partial or complete mediation status of the interested mediator variable of interest is determined. In the case of partial mediation, the mediator variable cannot measure the entire relationship between the independent and dependent variable, the relationship between the independent and dependent variable remains significant. In the case of full mediation, when the mediator variable enters the model, the relationship between the independent or dependent variable is expected to weaken or become statistically insignificant (Yılmaz and İlhan Dalbudak, 2018).

Mediation tests are the two variables that have a direct relationship between them, and the existence of another variable, which stipulates the existing relationship in full or to some degree. The aim is to find out how another variable affects the relationship after determining the relationship between the two variables. Multiple regression analyzes are performed to determine the mediation relationship. As a result of the analysis, after the intermediary variable is determined, the relationship between the independent variable and the dependent variable is expected to decrease significantly. This decline means having a partial mediation relationship, and statistically insignificance means the existence of a full mediation relationship. However, every decrease in the relationship between the dependent variable and the independent variable does not indicate that there is a mediation relationship (Bayram, 2009). The significance of this decrease in the statistical approach can be tested with the Sobel test proposed by Baron and Kenny (1986) in their studies (Peker et al., 2012).

In literature studies, it has been observed that mediation analysis generally consists of social sciences and health sciences that affect human behavior.

In a research conducted on hospital staff, the relationship between the level of psychological resilience and psychological well-being and the effect of being optimistic in this relationship were examined. It has been concluded that the psychological resilience of employees positively and significantly affects their level of psychological well-being, and optimism plays a partial mediator role in this relationship (Karacaoğlu and Köktaş, 2016).

Moderating and mediating roles of social support by gender on the relation between self-esteem and persistent anger were examined by gender. A full mediating effect has been found in the relationship between social support, self-esteem and persistent anger in boys. In girls, social support has not predicted constant anger. Social support has a moderatoreffect on the relationship between self-esteem and constant anger in both girls and boys. In the university survey, social support for men is a mediator between self-esteem and constant anger, but not a moderator for both men and women for both girls and boys (Çivitci, 2015).

Büyükdağ et al. (2017) 's online research in electronic environment has examined the effect of satisfaction and loyalty variables on customer interface features. Factor analysis and regression analysis were used in the study. As a result of the study, it was found that the

satisfaction variable has a partial mediating effect in the relationship between customer interface features (personalization, suitability and character) and commitment.

Şenkal and Işıklı (2015) examined the mediating role of alexithymia (emotional deafness) in the relationship between attachment styles (anxiety and avoidance) and childhood traumas (emotional, physical, sexual abuse and emotional, physical neglect) and symptoms of adulthood depression in university students. As a result of the analysis, it was found that emotional deafness had a partial mediating role in the relationship between emotional abuse and childhood traumas, and depressive symptoms and emotional neglect, whereas emotional deafness had a full mediating role in the relationship between childhood physical neglect and adult depression symptoms. In addition, emotional deafness was found to have a partial mediating role in the relationship between depressive symptoms and anxiety dimension of attachment.

In a study by Ümmet (2017), the mediating role of marital adjustment in the relationship between life satisfaction and general psychological health was examined and it was observed that marital adjustment had a partial mediating role.

In the study of Büyükbeşe and Dağ (2018) with teachers, the mediation effect of trust in the organization on the effect of ethical leadership perception on the perception of organizational justice was examined. It was concluded that organizational trust has a partial mediating role in the impact of ethical leadership on organizational justice. In order to determine the significance of the mediating effect, the Sobel test was applied.

In this study, the mediating effect of job satisfaction on the relationship between the social rights offered to the employees and the emotional commitment to the work was researched.

2. Material and Method

2.1. Material

The sample of the study consists of the survey results obtained from 4060 people selected by random sampling technique from different units of a institution in Ankara. STATA 14 package program was used for statistical analysis of the collected data.

The study group of the study is composed of 37.7% female and 62.3% male participants, who have different socio-economic levels, who live in Ankara and work in the public domain. While 95.3% of the participants are married, 4.7% are single. The age range of the participants varies between 32 and 59 and the average age is 41.7. It has 19.1% postgraduate, 57.4% undergraduate and 23.5% associate and previous graduation qualifications in terms of educational status. Those who have a salary of 5000 TL and above are 33.7%, 40.5% between 4000-4999 TL, 25.1% between 3000-3999 TL and 0.6% between 2000-2999 TL.

The individuals who participated in the survey conducted in 2016 and constituted the working group voluntarily participated in the research.

2.2. Method

Hypotheses for the Mediating Effect were established as follows.

H1: There is a positive and significant relationship between social rights and job satisfaction.

H2: There is a positive and significant relationship between job satisfaction and emotional commitment.

H3: There is a positive and significant relationship between social rights and emotional commitment.

H4: Job satisfaction has a mediating effect on the relationship between social rights and emotional commitment.

H4 hypothesis consists of 3 stages. It is stated that there are three conditions that must be fulfilled in order to determine the mediating effect of a variable. Accordingly, in order to say that a variable has an mediating effect;

Stage 1: Independent variable should predict the mediator variable significantly,

Stage 2: Independent variable should predict the dependent variable significantly,

Stage 3: When the independent variable and the mediator variable are included in the analysis, the mediator variable should significantly predict the dependent variable and the effect of the independent variable on the dependent variable should be reduced or not significant.

When the independent variable and the mediator variable are included in the analysis together as stated in the third stage, if the relationship between the independent variable and the dependent variable is not significant it can be stated that the mediator variable has a "full mediation" effect. If the effect of the independent variable on the dependent variable decreases, it can be stated that the intermediary variable has a "partial mediation" effect (Baron and Kenny, 1986).

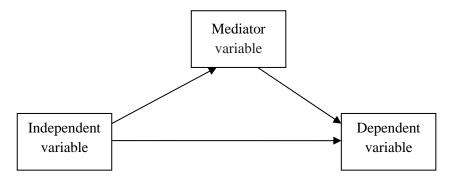The model scheme of the research was created as in Figure 1.

Figure 1. Mediator variable model

Finally, the Sobel test is carried out to determine the significance of this decrease in the variance explanation level of the independent variable (Baron & Kenny, 1986). Sobel tests carried out in this research were carried out using the online services on the internet.

3. Results and Discussions

3.1. Examining the H₁ hypothesis:

The results of the regression analysis performed to examine the relationship between social rights and job satisfaction are presented in Table 1.

Table 1. Social Rights-Job Satisfaction Regression Results

Independent variable	Dependent variable	β	P	R^2	t	HKO	VIF	Tolerance
Social Rights	Job Satisfaction	0.426	0.000	0.164	28.23**	0.912	1.00	1.00

* p<0.05; ** p<0.01

When the regression analysis results were examined, it was found that social rights had a positive and significant effect on job satisfaction (β = 0.426; p <0.01) and explained 16.4% of the variance in job satisfaction. When the table is examined, it is determined that there is no

multicollinearity problem between variables, since it is seen that VIF values are less than 10 and tolerance values are greater than 0.2. According to the results, H1 hypothesis was accepted. The model for H1 is as in Figure 2.
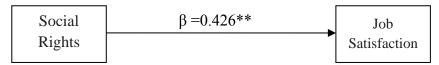
| Social Rights | β =0.426** → | Job Satisfaction |

Figure 2. Social Rights-Job Satisfaction Relationship

3.2. Examining the H₂ hypothesis:

The results of the regression analysis performed to examine the relationship between job satisfaction and emotional commitment are presented in Table 2.

Table 2. Job Satisfaction-Emotional Commitment Regression Results

Independent variable	Dependent variable	β	P	R^2	t	HKO	VIF	Tolerance
Job Satisfaction	Emotional Commitment	0.517	0.000	0.313	42.96**	0.764	1.00	1.00

* p<0.05; ** p<0.01

When the regression analysis results were examined, it was found that job satisfaction had a positive and significant effect on emotional commitment (β = 0.517; p <0.01) and explained 31.25% of the variance in emotional commitment. When the table is examined, it is determined that there is no multicollinearity problem between variables, since it is seen that VIF values are less than 10 and tolerance values are greater than 0.2. According to the results, H2 hypothesis was accepted. The model for H2 is as in Figure 3.
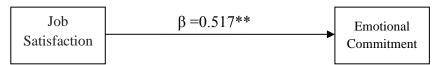
| Job Satisfaction | β =0.517** → | Emotional Commitment |

Figure 3. Job Satisfaction-Emotional Commitment Relationship

3.3. Examining the H₃ hypothesis:

The results of the regression analysis performed to examine the relationship between social rights and emotional commitment are presented in Table 3.

Table 3. Social Rights-Emotional Commitment Regression Results

Independent variable	Dependent variable	β	P	R^2	t	HKO	VIF	Tolerance
Social Rights	Emotional Commitment	0.329	0.000	0.115	22.91**	0.867	1.00	1.00

* p<0.05; ** p<0.01

When the regression analysis results were examined, it was found that social rights had a positive and significant effect on emotional commitment (β = 0.329; p <0.01) and explained

11.5% of the variance in emotional commitment. When the table is examined, it is determined that there is no multicollinearity problem between variables, since it is seen that VIF values are less than 10 and tolerance values are greater than 0.2. According to the results, H3 hypothesis was accepted. The model for H3 is as in Figure 4.
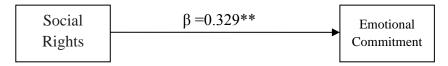

Figure 4. Social Rights-Emotional Commitment Relationship

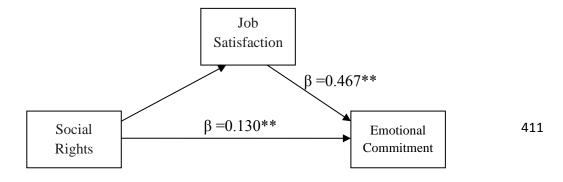### 3.4. Examining the H4 hypothesis:

The results of the regression analysis conducted to examine the mediating effect of job satisfaction in the relationship between social rights and emotional commitment are presented in Table 4.

Table 4. Social Rights-Job Satisfaction-Emotional Commitment Regression Results

Stage	Independent variable	Dependent variable	β	P	R^2	F	HKO	VIF	Tolerance
1	Social Rights	Job Satisfaction	0.426	0.000	0.164	796.89[**]	0.912	1.00	1.00
2	Social Rights	Emotional Commitment	0.329	0.000	0.115	524.82[**]	0.867	1.00	1.00
3	Social Rights	Emotional Commitment	0.130	0.000	0.327	988.44[**]	0.756	1.20	0.84
	Job Satisfaction		0.467	0.000				1.20	0.84

* p<0.05; ** p<0.01

According to the results presented in Table 4, in the first stage of the H4 test, social rights have a positive and significant effect on job satisfaction (β = 0.426; p <0.01). In the second stage, it was found that social rights had a positive and significant effect (β = 0.329; p <0.01) on emotional commitment. In the third stage, social rights (β = 0.130; p <0.01) and job satisfaction (β = 0.467; p <0.01) have significant effects on emotional commitment. According to this; Since there is a decrease in the effect of social rights on emotional commitment in the third stage, it can be said that job satisfaction has a partial mediating effect in the relationship between social rights and emotional commitment. When the table is examined, it is determined that there is no multicollinearity problem between variables, since it is seen that VIF values are less than 10 and tolerance values are greater than 0.2. As a result, H4 hypothesis was accepted. The model for H4 is as in Figure 5.

411

Figure 5. Social Rights-Job Satisfaction-Emotional Commitment Relationship

3.5. Sobel test

It was found that β = 0.329 in the model in Figure 4 which was established between the social rights offered to employees and the emotional commitment, and β = 0.130 in the new model in Figure 5 which was created by adding the intermediary variable to this model.

According to the result of the Sobel test conducted on a web address to determine whether the decrease in the relationship between social rights and emotional commitment is significant, Z=9.187 was obtained and found to be statistically significant (p<0.01; http://quantpsy.org/sobel/sobel.htm).

4. Conclusion

4 hypotheses were established and examined respectively to examine the mediating effect of the job satisfaction variable on the relationship between social rights and emotional commitment variables.

For H1, there is a positive and significant relationship between social rights and job satisfaction (β = 0.426; p <0.01).

For H2, there is a positive and significant relationship between job satisfaction and emotional commitment (β = 0.517; p <0.01).

For H3, there is a positive and significant relationship between social rights and emotional commitment (β = 0.329; p <0.01).

For H4, job satisfaction has a mediating effect on the relationship between social rights and emotional commitment. Because there is a decrease in the relationship between social rights and emotional commitment in H3 (β = 0.130; p <0.01).

In addition, it was determined that there was no multicollinearity problem between variables and β coefficients were found statistically significant (p <0.01).

The Sobel test proposed by Baron and Kenny was conducted to find out whether the decrease in the relationship between social rights and emotional commitment is significant. According to the Sobel Test result, this decrease in variance explanation level was found to be statistically significant (Z = 9.187; p <0.01).

The relationships between the social rights, job satisfaction of employees and emotional commitment to the job were examined. As a result of the regression analysis, the explanatory power (R^2) of the model set up in Figure 4 was 11.5% and the mean of error squares was 0.867, while the explanatory power (R^2) increased to 32.7% and the mean of error squares decreased to 0.756 in the model in the Figure 5 which was set up by adding job satisfaction as a mediator variable. Thus, the model in Figure 5 is said to be better (F = 988.44; p <0.01).

In addition, it's found that β = 0.329 in the model set up in Figure 4, and β = 0.130 in the model set up in Figure 5. Sobel test was conducted to determine the significance of this decrease in the variance explanation level of social rights. According to the test result, this decrease was found statistically significant (p <0.01).

As a result, there is a linear relationship between the social rights provided to the employees and the emotional commitment to the job, and job satisfaction has been found to have a partial mediating effect in this relationship.

That is, if the social rights provided to the employees are increased, job satisfaction increases. It can be said that the social rights and job satisfaction provided to the employees increase the emotional commitment to work.

It is thought that the social rights that employers will provide to their employees have an effect on increasing the performance and earnings of employees by increasing their job satisfaction and emotional commitment. For this purpose, it can be suggested to employers to consider the variables of this research.

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