A RESEARCH ON THE MEDIATING ROLE OF PSYCHOLOGICAL RESILENCE IN THE RELATIONSHIP BETWEEN JOB SATISFACTION AND INTENTION TO LEAVE WORK

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ABSTRACT

The aim of this study is to measure the mediating impact of psychological resilence on job satisfaction and intention to leave work. A total of 113 subjects were included in the sample by means of easy sampling method. A questionnaire form consisting of four parts was used as the data collection tool. In the first part, personal information form with demographic information, psychological resilience in the second section, job satisfaction scale in the third part and the measure of intention to leave in the fourth section were used. As a result of the study, a positive and significant relationship between job satisfaction and psychological resilience ($\beta = 0.48$; $p < 0.05$), negative and significant relationship between psychological resilience and intention to quit ($\beta = -0.23$; $p < 0.05$), there was a negative and significant relationship between job satisfaction and intention to leave ($\beta = -0.57$; $p < 0.05$). There is no mediating effect of psychological resilience in the relationship between job satisfaction and job intention. The indirect effect of job satisfaction on the intention to leave from work (through psychological resilience) was -0.10 and this effect was not statistically significant ($p > 0.05$). Psychological resilience variable causes 7% change in the relationship between job satisfaction and intention to leave.

Keywords: Psychlogical resilience, job satisfaction, intention to leave.

1. INRODUCTION

The loss of someone loved, dismissal, serious health problems, terrorist attack and other shocking events are very challenging life experiences. Many people experience a feeling of emotion or react differently to such events. Even though negative emotions are experienced in the beginning, people can adapt to such stressful events and situations that can change their lives. The most fundamental factor in ensuring this harmony is the phenomenon of psychological solidity, which requires a person to take a number of steps, which requires effort, time and is an ongoing process (Basım and Cetin, 2011: 2). In most of the researches, it is argued that if a person has another option, he / she can leave the conditions he is not satisfied with much faster. When the employee does not have a sense of satisfaction in his job, his intention to leave the job also stems from this thought structure. Costs such as the loss of organizational memory, the selection and training of a new employee make the employee leave the job an important problem for every organization. Therefore, it is necessary for managers to follow the level of job satisfaction of each employee and, if necessary, to employ motivation factors such as job rotation, job enrichment, job expansion, job simplification and empowerment. In this context, it is useful to analyze the mediating role of psychological soundness on job satisfaction and intention to leave.

2. CONCEPTUAL FRAMEWORK

2.1. Psychlogical Resilience

Psychological resilience is derived from the Latin word "resiliens" and means that a substance is resilient, resilient, and easily reintroduced. When the literature is examined, it is seen that the concept of psychological resilience is defined in different ways (Doğan, 2015: 94). Characteristics of psychologically sound individuals; who can establish positive relationships with their family members, have active problem solving skills, have positive attitudes towards others, and have a positive attitude towards life. These individuals also have social skill levels, empathy skills, high self-esteem and internal control (Oktan, et al., 2014: 141).

Psychological resilience is seen as a personal feature that reduces stress-related negativity and supports compliance, and suggests that some people are born as strong and resistant because of their genetic characteristics. However, some research in the literature reveals that psychological resilience is a personality trait that can be learned later (Kanbur et al., 2017: 128). Stewart, Reid and Mangham (1997) reviewed the various definitions of psychological strength in the literature and stated common themes in these definitions as follows (Çataloğlu, 2011: 46);

• Psychological resilience is a complex and mutual game between individuals' particular characteristics and their environment.

• Psychological resilience consists of a balance between the ability to cope and stress.

• Risk factors deriving from multiple stressful life events and protective factors that attenuate or mitigate the negative impact of risk contribute to psychological resilience.

• Psychological resilience dynamic.

• Psychological resilience is developmental. Being successful strengthens the individual's abilities.

• Psychological resilience is the most important factor in life transitions. The opposite of the dedication concept is the people who do not give themselves up to work both psychologically and physically while working and see it as a means of making money only (Khan, 1990).

In addition to biological features, psychological factors such as personality traits, locus of control, self-esteem, cognitive assessment and optimism are thought to be effective on environmental factors such as social support, social and cultural characteristics (Başar and Öz, 2016: 227). Psychological resilience consists of three dimensions. These; attachment, control and difficulty. Attachment is a sense of purpose and sense formed by the individual's active participation in daily events. Control; it is to believe and to act in this direction instead of being affected badly when faced with difficulties. Difficulty; change is a situation that should be alive and believe that it is necessary to progress rather than disrupt the current situation (Kavi and Karakale, 2018: 62).

People with high psychological resilience; emphasis on personal development, high level of academic achievement, positive and strong social relationships, avoiding crime in thought and behavior, having less emotional problems, feeling happy, taking responsibility, adapting to rules, accepting themselves as they are, such as pleasure from life were observed (Tümlü and Recepoğlu, 2013: 206-207).

In summary, when the current literature is examined, three basic points are defined as common in various definitions of psychological resilience. These basic points are as follows;

a. Risk and / or difficulty,

b. Positive adaptation,

c. Coping, competence

d. Protective factors.

In this case psychological resilience; This is a phenomenon that is associated with a healthy adaptation and is the result of a significant interaction between existing risk factors and protective factors

contributing to the adaptation process. The protective and risk factors in the individual, family and environmental context are described in Table 1 (Akyıldırım, 2017:19)

Table 1: Risk and Protective Factors by Individual, Family and Environmental Factors

	Risk Factors	**Protective Factors**
Individual Factors	Shyness, shyness, low numerical intelligence, asociality, incompatibility	To have sufficient level of digital intelligence, to have high self-esteem, optimism, autocontrol, empathy, sense of responsibility, effective communication and problem-solving skills.
Familiy Factors	Being a member of a family with many children, having physical and mentally ill parents, divorce, death in the family, exposure to physical or sexual abuse	Positive parent relationship, parents' education
Environmental Factors	Physical or sexual abuse, economic problems, low socioeconomic and socio-cultural level, homelessness	Positive social environment relations and friendships, having a good role model

Source: Akyıldırım, 2017:19

2.2. Job Satisfaction

Job satisfaction is an overview of all aspects of an employee's job. Job satisfaction is used synonymously with job satisfaction. This general evaluation is a multi-faceted structure that includes both internal and external elements and is personal (Ali, et al. 2013: 47). It covers the social, physiological and environmental conditions that satisfy the individual in their studies (Clark and Oswald, 1996). In addition, the individual's genetic tendency, family factor, education, value judgments, work experience, the social structure in which he lives and the environment play an important role on job satisfaction (Akıncı, 2002: 5). Personality also has a role here. Studies have found that individuals with positive self-self-assessments who believe in their intrinsic values and basic competences are more satisfied with their jobs than those with negative self-self assessments (Robbins and Judge, 2012: 83). In particular, job satisfaction is directly related to employee feelings and experiences; The factors that affect the employees' thoughts about their jobs and the different emotions they have about their jobs have begun to be investigated. As a result of the researches, it was revealed that job satisfaction was not only about meeting all the needs of employees, but also about what employees care for and how much they want them (Toker, 2007: 94). Job satisfaction, which is one of the most important issues in organizational behavior research; under certain circumstances it affects employee productivity, citizenship behavior, psychological well-being, loyalty, absenteeism rate, intention to leave, motivation to take initiative and organizational commitment (Saari and Judge 2004; Locke, 1976). Workers with high job satisfaction focus on producing output with higher quality and quantity (Jenaibi, 2010: 62).

As with personal characteristics affecting job satisfaction, it affects employee satisfaction in organizational characteristics. A satisfactory job for a person may not be satisfactory for someone else.

So, satisfying employees; perceptions about the nature of the job, such as autonomy, task identity, skill diversity, and task-related feedback are variable. In addition, the satisfaction of the job feature may change over time for the person. Because business life, which affects all aspects of a person's life, is affected by changes and expectations outside the work (Imamoglu, et al. 2004: 169). According to Lawler, job satisfaction is determined by the relationship between the employee's expectations from work and what the work actually does. In other words, job satisfaction emerges from the difference between what the individual deserves and what he / she gets. If an employee does not get the awards he / she believes he deserves, there is the job dissatisfaction. As these expectations change over time, evaluations related to satisfaction change (Sudak and Poison, 2013: 148). In addition to the characteristics of the business, organizational culture, interpersonal communication, management style, promotion and reward systems, wages and benefits also affect job satisfaction (Erdoğan, 1994: 379).

2.3. Intention to Leave Work

The intention to leave work is a conscious decision-making and intention process, which arises in cases where employees are not satisfied with their job conditions (Çarıkçı and Çelikkol, 2009: 160). The intention to leave is positively associated with the dismissal behavior (Noor and Maad, 2008; Rusbelt, et al., 1988). The intention to quit is undesirable by organizations. Particularly qualified employees' intention to leave work means adding additional costs to new employees in the organization (Yavuz and Akca, 2018: 831). According to Deery and Jago (2009), most of the research focused on the negative effects of job satisfaction and organizational commitment on turnover (Villanueva and Djurkovic, 2009, Noor, 2011, Steers, 1977). And also; there is also a negative effect such as a decrease in employee performance, slowing or even sabotaging the work, decreasing or loss of organizational memory, deterioration of work planning, the need for additional time for new recruitment, the emergence of recruitment costs and the increase in the costs of education. 2017: 397, Kanbur, 2018: 150). According to Mowday et al., The intention to leave work affects the decision to leave, in two ways: the intention to leave the work can be a direct cause for leaving the work, even if there is no other job opportunity, or it may indirectly affect the quitting by causing the employee to seek new job opportunities. According to another approach, the intention to leave is a cognitive and behavioral phenomenon. In this process, the employee may consider leaving work (cognitive or attitudinal) for various reasons and take action to realize this idea (behavioral). The final decision of departure depends on the existence of an acceptable alternative to its current work (Gürbüz and Bekmezci, 2012: 194).

The intention to leave may be due to external factors such as alternative employment opportunities or individual factors or organizational factors (Erdirencelebi, Erturk, 2017: 606).

Factors causing intention to leave work; General economic factors, internal factors and factors related to living conditions are examined in three groups (Yıldız, et al., 2013: 159). General economic factors; general economic situation and the impact on the labor market, increase in the level of welfare, easily adapt to other jobs due to automation and other means of transition can be expressed as an opportunity to change (Yilmaz, 2015: 44). Internal factors; management approaches, stiffness of policies and procedures, discipline practices, physical conditions of business, structure of work. In addition, personal reasons such as career expectations of the person, psychological and physical reasons, and family factors also affect the intention to leave.

3. RESEARCH

3.1. The Purpose and Importance of Research

The aim of this study is to measure the mediating impact of psychological resilence on job satisfaction and intention to leave work. The research is expected to contribute to the theoretical and practical aspects of the literature. The theoretical contribution of the research is that the mediating role of psychological resileince between job satisfaction and intention to leave work are examined in a holistic model and filling the gap in this area. The contribution of the research in practice is that the mediating role of psychological resileince between job satisfaction and intention to leave work are tested.
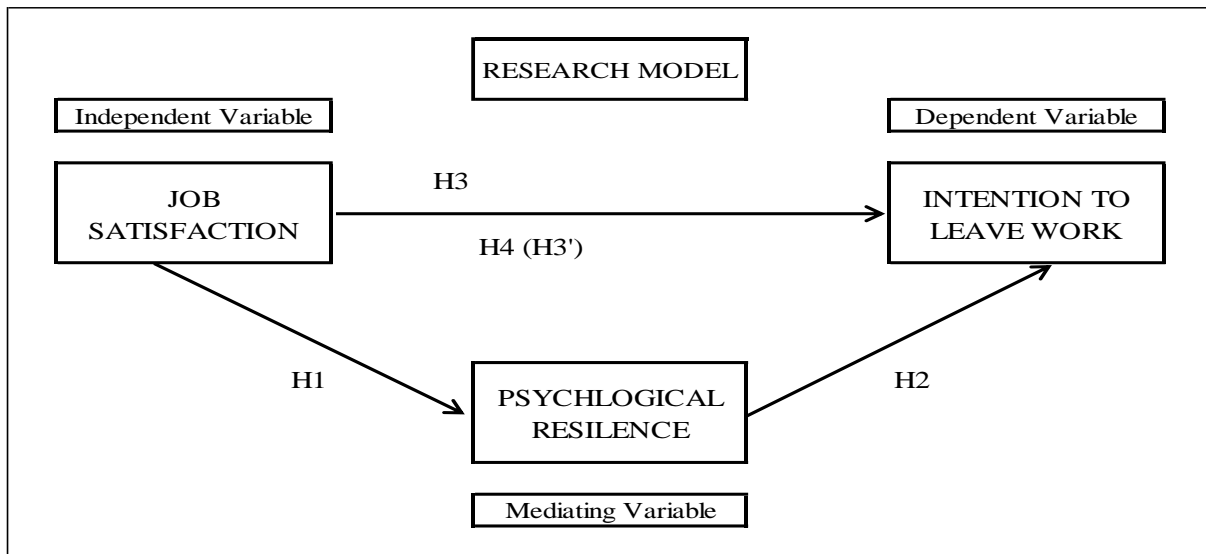
3.2. Variables, Model of Research and Hypotheses

Figure 1: Research Model

H1: There is a positive and significant relationship between job satisfaction and psychological resilience.

H2: There is a negative and significant relationship between psychological resilence and intention to leave.

H3: There is a negative and significant relationship between job satisfaction and intention to leave.

H4 (H3 '): There is no mediating effect of psychological resielnce in the relationship between job satisfaction and intention to leave.

3.3. Data Collection Technique and Scope of Research

A questionnaire form consisting of four parts was used as the data collection tool. In the first part of the data collection tool, the demographic data form is composed of the participants' gender, marital status, number of children, date of birth (generation), education level, working time in the position, working time in the enterprise and total working time.

In the second part of the questionnaire, Smith et al. (2008), which is adapted to Turkish by Doğan (2015) and has been studied for reliability and validity. The scale consists of 6 items and one dimension. The options of the expressions in the scale are obtained in 5-point Likert type (1-is not suitable, 5-fully suitable) and negative expressions (m2, m4, m6) are obtained by collecting the points after reverse-coding. High scores indicate the high level of psychological resilience.

In the third part of the questionnaire, arı Intention to Leave Scale ünde, which was developed by Rosin and Korabick (1995) and adapted to Turkish by Tanrıöver (2005) and validated for reliability and validity, is used to determine the intention of the employees to leave the organization. The scale consists of 3 items and one size in five-point Likert type (1-strongly disagree, 5-strongly agree). The high score obtained from the scale indicates the high intention to leave the work.

In the fourth part of the questionnaire, of Minnesota Job Satisfaction Questionnaire (MSQ) ir was developed by Weiss, Dawis, England and Lofquist (1967) in order to determine the job satisfaction of the employees. It is located. The scale is composed of 20 items and 2 dimensions (internal and external) in five likert type (1: I am not satisfied at all, 5: very satisfied).

SPSS 21.0 and AMOS 22.0 programs were used to analyze the data. Before the confirmatory factor analysis, the items in the scales were examined in terms of extreme value and normal distribution. Skewness coefficient was used in the normality test for the factors obtained after confirmatory factor analysis. The scoring coefficient (Skewness) used in the normal distribution feature of the scores obtained from a continuous variable can be interpreted to be within ± 1 boundaries and it can be

interpreted that the scores do not show a significant deviation from the normal distribution (Büyüköztürk, 2011: 40).

In the reliability and validity analyzes of the scales, confirmatory factor analysis and item analysis (item total correlation and Cronbach Alpha) were performed to test the construct validity. In confirmatory factor analysis and structural equation models, the ratio of Chi-square (X^2) statistics to the degree of freedom (X^2 / sd), the statistical significance of the predicted individual parameter estimates (t value),- based on residues uyum (SRMR, GFI), dayan Conformity indices classified as: (NFI, NNFI / TLI, CFI) based on independent model and A mean square root of approximate errors (RMSEA) TL are used (Çokluk et al., 2010: 265; Bayram, 2010: 72). The following rules have been complied with in the confirmatory factor analysis stages;

- All of the indicators must have high factor loads in the relevant factor (Çokluk, Şekercioğlu and Büyüköztürk, 2010: 277).

- Correlation estimates between the factors are not too high (≥0.85) (Çokluk, Şekercioğlu and Büyüköztürk, 2010: 277).

- Make sure that the X^2 significance value (p) is> 0.05. If the value of X2 is close to 0 or the p value is not significant (> 0,05), there is no difference between the observed model and the expected model and it means that the observed model is in accordance with the estimated model. X^2 is not a statistics that is evaluated alone. In cases where the value of X^2 is very large and statistically significant, it is stated that the value expressed as the ratio of X^2 to degree of freedom (X^2 / sd) provides an evaluation in terms of the harmony of the model (Bayram, 2010: 95; Çokluk, Şekercioğlu and Büyüköztürk, 2010: 267).

- It should be noted that the t values indicating the statistical significance of the estimated individual parameter estimates for the roads in the model are significant at the 0.05 and 0.01 level of freedom of the model to which they belong. In the framework of structural equation model, non-significant t values should be excluded from the analysis (Bayram, 2010: 69).

- Modifications to the investigator model can be made by looking at the covariance between observed and latent variables. These modifications are generated on the basis of error terms and include new connections proposed between the observed or hidden variables, which are not originally proposed in the model, but show the amount of X^2 (chi-square) to be acquired in the model by making the relevant arrangement. In order for this improvement to be made kullanılmış it should be realized that the observed variables (question items) with which the error terms to be connected are able to measure the same size, can be used interchangeably, have the same meaning or that these questions have been used interchangeably in different studies aynı (Çokluk, Şekercioğlu and Büyüköztürk, 2010: 273; Meydan and Şeşen, 2011: 38). The expected coefficients for model fit indices are given in Table 2.

Table 2. Model Fit Indices

Fit Indices	Acceptable	Referance
X^2/sd	< 5	Tabachnick and Fidell, 2001
RMSEA	≤0,10	Kelloway, 1989; Tabachnick and Fidell, 2001
SRMR	≤0,08	Hu and Bentler, 1999; Brown, 2006
GFI	≥0,90	Kelloway, 1989; Schumacker and Lomax, 1996; Sümer, 2000; Hooper, Coughlan and Mullen, 2008
NFI	≥0,90	Kelloway, 1989; Schumacker and Lomax, 1996; Sümer, 2000; Tabachnick and Fidell, 2001 Thompson, 2004
NNFI	≥0,90	
CFI	≥0,90	Hu and Bentler, 1999; Sümer, 2000; Thompson, 2004
Standart hata (min-max)	0,05 − 0,45	Bollen, 1989
Faktörler arası korelasyon	0,30 − 0,85	Tabachnick ve Fidell, 2001

The internal consistency of the Cronbach Alpha test from item analysis techniques; explain the relationship between the total score of the item and the total score of the test. Both tests indicate the discriminatory nature of test substances. The positive and high item-total correlation indicates that the substances exemplify similar behaviors and show that the test has a high internal consistency. In general, it can be said that substances with a item-total correlation value of 0.30 and higher distinguish well from individuals, and those between 0.20-0.30 can be tested if necessary. Cronbach Alpha shows internal consistency and is usually expected to be over 0.70 (Büyüköztürk, 2011: 170-171).

3.4. Demographic Characteristics of Main Mass

113 employees participated in the study. 37.2% of the participants were female and 62.8% were male. 11.5% of the participants were single and 88.5% were married. 18.6% of the participants have no children, 26.5% have one child and 54.97% have two or more children. 22.1% of the participants were baby boomer (1946-1964), 59.3% X generation (1965-1979) and 18.6% Y generation (1980-1999). 467.3% of the participants were undergraduate, 20.4% were graduate and 12.4% were Ph. D. The position at the position of 4.4% of the participants is 3 years or less and 95.6% is 4 years or more. 15% of the participants have 3 years or less and 85% have 4 years or more. 15% of the participants had a total working time of 10 years and less, 85% of them 11 years and more.

4. FINDINGS

4.1. Results of Reliability and Reliability Analysis of Psychological Resielence Scale

Table 2 shows the values of the Psychological Resilence Scale, the beginning of the confirmatory factor analysis and the fit indices obtained as a result. As a result of the confirmatory factor analysis conducted by establishing the item factor relationship (6 items and one dimension) in accordance with the original structure of the scale, it was determined that the model fit indexes were generally good and very good (Table 3).

Table 3. Psychological Resilience Scale Model Fit Indices

Fit Indeces	(6 items, 1 dimension
X^2/sd	3,06
RMSEA	0,14
SRMR	0,05
GFI	0,91
NFI	0,93
NNFI	0,91
CFI	0,95
Factor load (min–max)	0,70 – 0,80
Standard errora (min–max)	0,10 – 0,13

According to the results of confirmatory factor analysis, it was determined that error variances (between 0.10 and 0.13) and factor loads (between 0.70 and 0.80) were at appropriate intervals and t values were significant at the level of 0.01 (Table 4).

Table 4. Psyhological Resilience Scale CFA and Item Analysis Results

Items	Std. β	SH	t	R^2	r	α
M1	0,74			0,55	0,74	
M2	0,7	0,12	7,07**	0,49	0,63	
M3	0,8	0,1	10,64**	0,64	0,79	0,89
M4	0,78	0,13	7,86**	0,61	0,72	
M5	0,71	0,13	7,21**	0,51	0,67	
M6	0,79	0,13	8,00**	0,63	0,73	

r: Item Total Correlation   **$p < 0,01$

According to the item analysis results, the Cronbach Alpha coefficient of the scale was 0.89 and the item-total correlation was found to be higher than 0.30 (0.63 to 0.79) for all items in the scale (Table 4).

When the confirmatory factor analysis and item analysis results were evaluated together, the psychological resilience scale was found to be a reliable and valid scale with 6 items and one dimensional structure.

4.2. Intention to Leave Scale Confirmatory Factor Analysis Results

Table 5 shows the value of the intention to leave the work and the results of the confirmatory factor analysis. As a result of confirmatory factor analysis which was conducted according to the original structure of the scale (3 items and one dimension), item fit relationship was found to be in good and very good agreement (Table 5).

Table 5. Intention to Leave Scale Model Fit Indices

Fit Indeces	(3 items, 1 dimension
X^2/sd	0
RMSEA	0,63
SRMR	0
GFI	1
NFI	1
NNFI	1
CFI	1
Factor load (min-max)	$0,74 - 0,88$
Standard errora (min-max)	$0,10 - 0,11$

According to the results of confirmatory factor analysis, error variances (between 0.10 and 0.11) and factor loadings (between 0.74 and 0.78) were found to be at appropriate intervals and t values were significant at the level of 0.01 (Table 6).

Table 6. Intention to Leave Scale CFA and Item Analysis Results

Items	Std. β	SH	t	R^2	r	α
M1	0,78			0,6	0,69	
M2	0,73	0,11	7,60**	0,54	0,66	0,83
M3	0,88	0,1	8,00**	0,77	0,75	

r: Item total correlation **p<0,01

According to the results of the item analysis, the Cronbach Alpha coefficient of the scale was 0.83 and the item-total correlation for all items in the scale was higher than 0.30 (range: 0.66 to 0.75) (Table 6). When the confirmatory factor analysis and item analysis results were evaluated together, it was determined that the intention to leave scale was a reliable and valid scale with 3 items and one dimensional structure.

4.3. Job Satisfaction Scale Confirmatory Factor Analysis Results

Job Satisfaction Scale is given in Table 7 for the beginning of the confirmatory factor analysis and the results of the conformity indices obtained as a result. As a result of confirmatory factor analysis which was made by establishing the item factor relationship (20 items and 2 dimensions) in accordance with the original structure of the scale, model fit indices and error variances (> 0,30) were determined to be inappropriate, and covariance connections were established according to the modification suggestions and model fit indices were tried to be improved.

Table 7. Job Satisfaction Scale Model Fit Indeces

Fit Indices	First CFA*(20 items, 2 dimensions)	Last CFA (14 items, 2 dimensions)
X^2/sd	1,85	1,48
RMSEA	0,09	0,06
SRMR	0,07	0,07
GFI	0,8	0,88
NFI	0,74	0,82
NNFI	0,83	0,91
CFI	0,84	0,93
Factor load (min-max)	0,46 − 0,72	0,48 − 0,71
Standard error (min-max)	0,16 − 0,38	0,15 − 0,22
Covariance connections	m2-m3, m2-m7, m2-m20, m3-m20, m4-m15, m9-m11, m5-m6, m5-m16, m6-m16, m13-m18	m9-m19, m10-m19
Correlation between factors	0,87	0,83

* Covariance connections

There was no improvement in model fit indexes despite the appropriate covariance connections. In the final stage, the factor load was the lowest and the items with the highest relation with the other factor were removed from the scale gradually and the confirmatory factor analysis was repeated. 7 items (m2, m3, m5, m7, m12, m13, m15), which were gradually removed from the scale, and the model fit indexes after the appropriate covariance connections (m9-m19, m10-m19) were generally good and very good (Table 7). ; error variances (in the range of 0.15 to 0.22) and factor loads (in the range of 0.48 to 0.71) were found to be significant at the appropriate intervals and t values at the level of 0.01 (Table 8).

Table 8. Job SAtisfaction Scale CFA and Item Analysis Results

Dimension	Item	Std. β	SH	t	R^2	r	α -0,87
Internal Satisfaction	M4	0,58			0,33	0,53	
	M8	0,49	0,2	4,40**	0,24	0,51	
	M9	0,66	0,15	5,32**	0,43	0,5	
	M10	0,69	0,17	5,52**	0,48	0,53	0,81
	M11	0,67	0,2	5,52**	0,45	0,55	
	M19	0,7	0,22	5,49**	0,49	0,63	
	M20	0,71	0,2	5,70**	0,5	0,63	
External Satisfaction	M1	0,63			0,4	0,56	
	M6	0,55	0,19	4,82**	0,3	0,5	
	M14	0,52	0,16	4,58**	0,27	0,47	0,75
	M16	0,69	0,2	5,75**	0,47	0,63	
	M17	0,63	0,22	5,41**	0,4	0,56	
	M18	0,48	0,22	4,27**	0,23	0,42	

r: Item total correlation **p<0,01

According to the results of the item analysis, the Cronbach Alpha coefficient of the scale was 0.87; The coefficients of the sub-dimensions were found to be 0.81 and 0.75, and the item-total correlation for all items was higher than 0.30 (range 0.42 to 0.63) (Table 8). When the confirmatory factor analysis and item analysis results were evaluated together, it was determined that the job satisfaction scale was a reliable and valid scale with 13 items and 2 dimensional structure.

The results of Pearson correlation analysis showing the relationship between variables and descriptive statistics of independent and dependent variables of the study are given in Table 9.

Table 9. Correlation Analysis Results

Variables	2	3	4	5	$\overline{X}$	SS	Skewness
1. PSYCHOLOGICAL RESIELENCE	-0,38**	0,31**	0,41**	0,39**	3,05	0,88	-0,16
2-INTENTION TO LEAVE WORK	1	-0,39**	-0,55**	-0,50**	2,56	0,99	0,2
3-Internal Satisfaction		1	0,68**	0,92**	3,37	0,67	-0,67
4-External Satisfaction			1	0,90**	2,77	0,69	-0,08
5- JOB SATISFACTION				1	3,09	0,62	-0,35

4.4. Conclusions on the Research Model

In the research model, the independent variable was determined as job satisfaction, dependent variable was determined as intention to leave work, and mediating variable was determined as psychological resilience. The results related to the research model in this regard is given in Table 10.

Tablo 10. Results of the Research Model

Independent Variable	Way	Dependent Variable	H	β (SE)	R^2	Mediating Variable	EB	SBT	R^2_{EB}
				Direct Effect		**Indirect Effect**			
Job Satisfaction	→	Psychological Resilience	H1	0,48** -0,21	0,23				
Psychological Resilience	→	Intention to Leave Work	H2	-0,23 ** -0,11	0,05				
Job Satisfaction	→	Intention to Leave Work	H3	-0,57 ** -0,24	0,32				
Job Satisfaction	→	Intention to Leave Work	H4 (H3')	-0,53** -0,27	0,43	Psychological Resilience	-0,10	1,32	0,07

X^2/sd: 2,30   RMSEA: 0,10   SRMR: 0,06   GFI: 0,87   NFI:0,87   NNFI:0,92   CFI:0,92

SBT: Sobel test ststistics   EB= Size of effect   *: p<0,05   **: p<0,01

H1 Accepted: There is a positive and significant relationship between job satisfaction and psychological resilience (β = 0.48; p <0.05) (Table 9).

H2 Accepted: There is a negative and significant relationship between psychological resilence and intention to leave (β = -0.23; p <0.05) (Table 9).

H3 Accepted: There is a negative and significant relationship between job satisfaction and intention to leave (β = -0.57; p <0.05) (Table 9).

H4 (H3 ') Rejected: There is no mediating effect of psychological resilence in the relationship between job satisfaction and intention to leave (EB = -0.10; SBT = -1,32; R2EB = 0,07; p> 0,05) (Table 10).). The indirect effect of job satisfaction on the intention to leave from work (through psychological resilience) was -0.10 and this effect was not statistically significant (p> 0.05). Psychological resielnce variable causes 7% change in the relationship between job satisfaction and intention to leave.

5. RESULTS AND DISCUSSION

Persons with psychological resilience who have positive relationships with their environment, have active problem-solving skills, have positive approaches to others and have a positive attitude to life. These features enable them to cope easily with the problems they experience in their work and private lives. When psychological robustness decreases, people start to attract and enlarge events and lose their strength in time.

Employees exhibit one of the behaviors of dismissal, expressing the problem, waiting for the problems to be voiced by others due to loyalty to the job or ignoring the problem (McShane, Glinow, 2016: 75). Especially in the business world where the need for qualified employees is increasing day by day, the expectations of each employee and the tools to which they can be motivated should be followed.

It decreases the communication with the environment of the worker with low psychological resilience and chooses loneliness instead of crowds. An employee who chooses to voice the problem will be much easier to win, and being in a culture that gives him / her the right to speak will lead him to work more motivated than ever before. However, it can be said that the current performance is low for an employee who chooses to remain silent or ignore the problem. In this case, job satisfaction has a direct impact on the productivity of a low-employed business. The ability to immediately select an alternative to exit is usually a condition.

In this context, in order to analyze the effect of psychological resilience on job satisfaction and intention to leave, a positive and significant relationship between job satisfaction and psychological resilience, negative and significant relationship between psychological resilience and intention to quit, job satisfaction and job intention to leave. There was a negative and significant relationship between the two groups. There is no mediating effect of psychological resilience in the relationship between job satisfaction and intention to leave. The indirect effect of job satisfaction on the intention to leave from work (through psychological resilience) is -0.10 and this effect is not statistically significant.

Psychological resilience causes 7% change in the relationship between job satisfaction and intention to leave. If the employee is satisfied with his job and has a sense of satisfaction, he is not only psychological in nature, but also intends to quit his current job. By analyzing the factors that decrease the employee satisfaction, the planning of satisfaction-increasing activities will increase the psychological resilience and decrease the intention to leave.

Analyzing the relationship between the concepts such as character structure, subjective well-being and stress resistance affecting psychological well-being, increasing the number of participants and comparing the results with those who have different characteristics in demographic breaks will make the results more generalizable.

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