The Mediating Role of Job Satisfaction in the Relationship Between Quality of Work Life and Turnover: The Moderating Role of Gender

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ARTICLE INFO	ABSTRACT
Keywords: Job satisfaction Quality of work life Turnover Healthcare employees and gender Received 7 June 2020 Revised 1 September 2020 Accepted 17 September 2020 **Article Classification:** Research Article	**Purpose** – The purpose of this study is to examine-using a moderation role of gender- the mediating role of job satisfaction between quality of work life and turnover intention. **Design/methodology/approach** – Data were collected from healthcare organizations employees (n = 325) in Ankara. The hypotheses were tested using The Mediation Analysis and Moderated Mediation Analysis. The questionnaire method, which is the primary data collection tool, was applied for the study. Survey data were analyzed using SPSS program. **Findings** – The mediation analysis showed that the job satisfaction has mediating effect on the relationship between quality of work life and turnover intention of employees. Second, Moderated Mediation Analysis showed that gender moderated the relation between quality of work life-job satisfaction and job satisfaction-turnover intention. When job satisfaction increases, the turnover intention of men is much higher than women. Finally, gender didn't moderate the relation between the quality of work life and turnover. **Discussion** – The participation of female employees in the workforce has recently become an important issue. It is important to understand the relationship between the quality of work life and job satisfaction, and its effects on turnover intention, due to the woman's responsibilities regarding home and family. In this context, managers are recommended to make some arrangements in the organization to increase the job satisfaction and quality of life of female employees. With these arrangements, employee turnover intention will decrease and the organization will be more successful.

1. Introduction

The working conditions of healthcare professionals are changing rapidly and adaptation to this change becomes difficult. The social and health sector is one of the fastest and biggest growing employers in the world with 234 million employees, especially female (Boniol et al., 2019: 2). The healthcare employees labor force participation rate was 1.016.401 in 2018 (Health Statistics Yearbook, 2018). According to TUIK 2018 data, the labor force participation rate of men 71.5%, while the labor force participation rate of women as 33.3% in Turkey. According to the Turkey ranks 136 among 153 countries in economic participation (World Economic Forum, 2020). In Turkey, the reasons of low female labour-force participation are lower rates of female adult literacy (Kılıç, 2008); culture (Hayo & Caris, 2013); education (Dayioglu, 2000; Goksel, 2013); the role of housework (Özar & Günlük-Şenesen, 1998; Dedeoglu, 2010); traditional and social roles (Goksel, 2012; O'Neil & Bilgin, 2013;). Females' have more responsibilities related child care and home in Turkey. It causes them to be more passive than man in public space. With a higher participation of women in the labour market, economy can use more productive its potential (Karaalp-Orhan, 2017: 304).

It is important to understand that participation of female employees to labour force and the relationship among job outcomes such as job satisfaction, quality of work life needs and how these constructs effect employees' turnover intentions especially the healthcare organizations. Despite numerous studies that have been conducted (as seen below), gender issue has gap in this area, especially in Turkey. Therefore, using a moderation role of gender, we argued that the mediating role of job satisfaction between turnover intention and quality of work life. Futhermore, the study used some demographic variables such as education situation,

marital status, and working hour in order to examine the existing differences between the two gender groups in the all constructs.

2. Literature Review

The following section provides information about job satisfaction, quality of work life and turnover intention of employees.

2.1. Quality of Work Life

Quality of work life has become a prerequisite for the efficiency and success of organizations (Sandrick, 2003:6). The quality of working life, which contributes to increasing the performance of working people in the workplace, is of great importance for a business to perform its activities correctly. Studies (Saraji & Dargahi, 2006; Almalki et al, 2012a) showed that employees weren't satisfied from their work life. Especially considering the amount of time and energy spent by the employees at their jobs, ensuring that their employees are satisfied with their time at the job site should be among the primary objectives of the enterprises. When employees were dissatisfied of their jobs turnover intention increase. Studies (Mosadeghrad et al, 2011; Almalki et al, 2012b; Lee et al., 2013; Zhao et al., 2013; Mohamed Elshahat et al, 2019) showed that QWL was negatively associated with turnover intentions. Given this, we propose the following hypotheses that will be subjected to an empirical test:

H_1: "Quality of work life influences the turnover intention of employees."

2.2. Job Satisfaction

Job satisfaction contributes to the competitiveness of organizations and increases job performance (Bashor & Purnama, 2017: 156; Thakur & Sharma, 2019: 328). The mediating role of job satiscaction is investigated in antecedents of organizational commitment (Lok & Crawford, 2001); in stressful work, citizenship behaviour and intention to leave the organization in a high turnover environment (Paillé, 2011); in job training satisfaction and turnover intentions (Huang & Su, 2016); in work stress and turnover intentions among hospital physicians (Tziner et al., 2015); in high amount of compensation and employees intend to leave work (Rubel & Kee, 2015); in life satisfaction (Newman et al., 2015). Studies (Tziner et al., 2015; Chen et al., 2019) found that job satisfaction mediated the relationship between burnout and turnover intentions. Thus, our study proposes to test the following hypothesis:

H_2: "The job satisfaction has mediating effect on the relationship between quality of work life and turnover intention of employees."

The mediating model contains two relationships. The first relationship is quality of work life influences the job satisfaction. When related literature examined, researchers (Nuari, 2016; Jahanbani et al., 2018; Srivastava et al., 2019) found the positive association between quality of work life and job satisfaction in healthcare organizations. From this evaluation;

H_{2a}: "Quality of work life influences job satisfaction of employees."

Second relationship is job satisfaction influences turnover intention. Researchers (Tziner et al., 2015; Lu et al., 2017; Chen et al., 2019; Li et al., 2019; Al Sabei et al., 2020) found that turnover intention was negatively related to job satisfaction in healthcare organizatations. Namely, job dissatisfaction is a strong predictor for employees to intend to leave (Steinmetz et al., 2014: 9). From this evaluation, we propose to test the following hypothesis:

H_{2b}:" Job satisfaction influences turnover intention of employees."

2.3. Gender

The moderating role of gender has gained importance in organizational outcomes sucha as job satisfaction, turnover intention and quality of work life of employees in organizations, especially healthcare organizations. We propose to test the third hypothesis:

H_3: "The gender moderates the mediation of job satisfaction on quality of work life and turnover intention of employees."

The previous moderator hypothesis contains three sub-hypothesis. First, gender moderates the relation between quality of work life and job satisfaction.While some researchers (Kasraie et al., 2014; Miao et al, 2017; Carrillo-García et al., 2017) found that job satisfaction of female employees is higher than male employees, some researchers (Black & Holden, 1998; Tarcan et al., 2017) found that male employees job satisfaction is higher than female employees in the healthcare organizations. On the other hand, studies (Mobaraki et al.,

2017) showed that gender did not have a significant effect on quality of work life and job satisfaction. Female satisfaction can be regarded with their low expectations regarding work conditions (Oh & Kim, 2019: 6). From this evaluation;

H$_{3a}$: "The gender moderates the relation between quality of work life and job satisfaction of employees."

Second, gender moderates the relation between quality of work life and turnover intentions. Researchers (Moradi et al., 2014; Almalki et al., 2012a; Heidari-Rafat et al., 2010) found that female employees had a higher quality of work life mean score than male nurses. However, the study conducted by Moradi, Maghaminejad & Azizi-Fini (2014) showed that the difference was not significant. Other studies have found no association between gender and work related quality of life (Hsu & Kernohan, 2006; Sirgy et al., 2001). From this evaluation;

H$_{3b}$: "The gender moderates the relation between the quality of work life and turnover intention of employees."

Third, gender moderates the relation between job satisfaction and turnover intentions. Previous studies have examined gender role in effective job satisfaction and turnover intention and found mixed findings. While studies (Liu et al., 2019; Chao et al., 2015) showed that female employees were dissatisfied and had turnover intention, other studies (Heinen et al., 2013; Oh & Kim, 2019) showed that males were more likely than females to intend a turnover. Steinmetz et al.(2014) found that being a woman significantly reduces the intention to stay in the health workforce. From this evaluation;

H$_{3c}$: "The gender moderates the relation between the job satisfaction and turnover intention of employees."

Women and men differ in gender roles. Traditional individuals believe that the role of a woman is at home and the role of a man is in the public sphere (Corrigall & Konrad, 2007: 847). Boles, Johnston and Hair (1997) showed that the conflict between the work and home domains is highly related to important workplace attitudes and perceptions and suggests that work-family conflict should be included in models examining employee response to the effects of stress.

3. Theoretical Model and Hypotheses Formulation

The research model of this study was developed based on the existing literature. This model depicts the relationship among job satisfaction, quality of work life and how these constructs effect employees' turnover intentions in the healthcare organizations. The conceptual framework of the study is presented in Figure.1
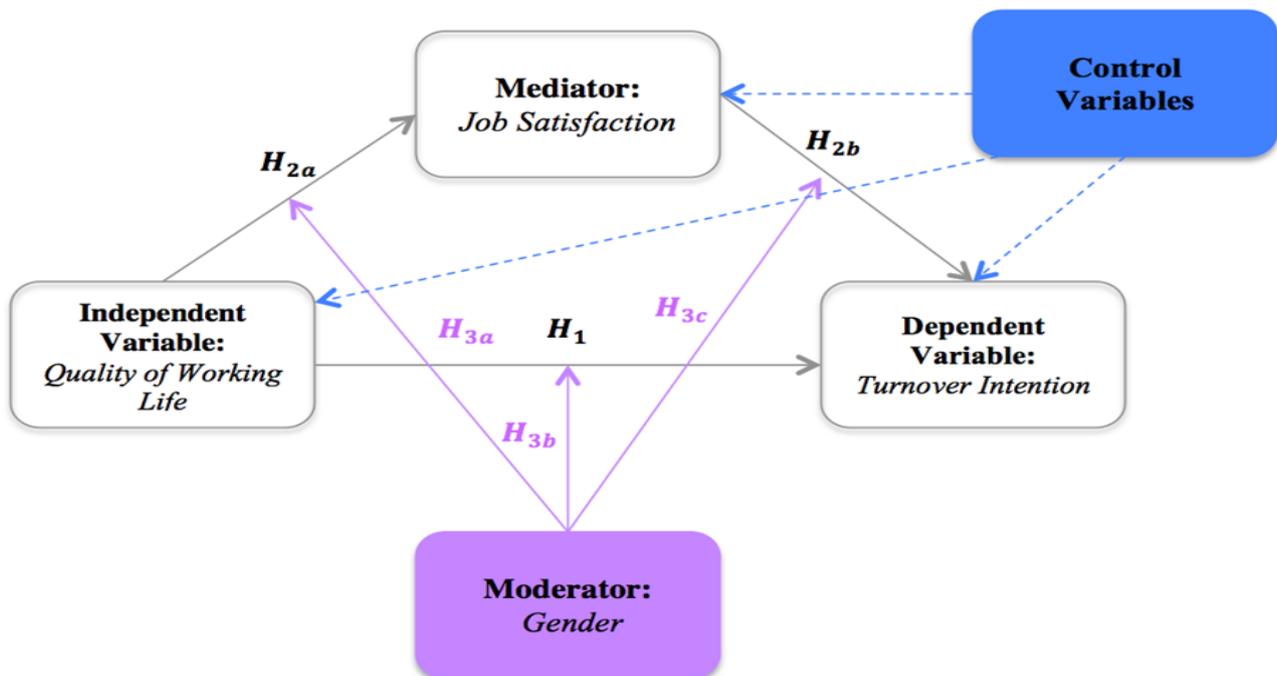

Figure 1. The Conceptual Framework of the Study

4. Research Methodology

Instrument development

The questionnaire was filled out by employees using face-to-face interview technique. The survey questionnaire consisted of four parts. In the first part; there are questions regarding the demographic characteristics of the employees. In the second part; *Job Satisfaction* was measured using a 5-item developed by Hackman & Oldham (1975) and adopted by Basim & Şeşen (2009). 5 items were captured using 5-point Likert scales varying from "I do not agree at all" (1) to "I agree completely" (5). Third part of the survey measured *Quality of Work Life* of employees using a 23-item measure developed by Van Laar vd. (2007) and adopted by Akar & Üstüner (2017). The fourth part of the survey measured *Turnover Intention* using a 3-item measure developed by Mobley, Horner and Hollingsworth (1978)using 5-point Likert type scales from "I do not agree at all" (1) to "I agree completely" (5).

Data collection and sample size

Data collected from employees of Education Research Hospital in Ankara, Turkey from September 2019 through November 2019. The data comprise a total of 2095 personnel, including 377 physicians, 764 nurses, 33 midwives, 263 health technicians, 563 officers and 95 other professional groups (biologists, pharmacists, child development specialists, dieticians, psychologists, etc.) work in the hospital. In the research, stratified sampling, one of the probability sampling methods, was used. According to 5% margin of error, the total sample was calculated as 325.

Table 1. Stratified Sampling Table

Stratify Number	Stratify Name	Employees Number	Stratify Weight	Number of Employees Sampled
1	Doctor	377	377/2095=0.18	58
2	Nurse	764	764/2095=0.36	119
3	Midwife	33	33/2095=0.02	5
4	Health Technician	263	263/2095=0.13	41
5	Officer	563	563/2095=0.27	87
6	Other	95	95/2095=0.05	15
	Total	*2095*	*1*	*325*

Statistical techniques

Statistical analyses were performed using R version 3.5.3, SPSS version 23.0. Moderated mediation analyses the influence of the job satisfaction variable on the mediated relationship between the quality of working life and the turnover intention variables. Also, the effect of the mediator is moderated by the gender variable and whether the control variables effect the each path. The moderated mediation analysis was set-up according to the hypothesis model (Figure 1). M: job satisfaction is the mediator and W: gender is the moderator. M mediates the relationship between a predictor, X: quality of working life, an outcome Y: turnover intention and W moderates the relationship between X→Y, M→Y, X→M, and X+M→Y. All of the assumptions of the multiple regressions were checked: the linear relationship between the independent and dependent variables, the mean of residuals is zero, normality of residuals, no multicollinearity, no.autocorrelation of residuals and homoscedasticity of residuals or equal variance. The point-biserial coefficient of correlation and Pearson's coefficient of correlation were used to evaluate the relationship between each variable. P-value was two-sided and differences were evaluated significant levels at .05 and .01.

5. Data Analysis

The respondents were mostly woman (61.2%), married (70.5%). In terms of education status mostly bachelor degree (49.5), 36.3% of the participants was nurse and 45.8% of the participants have worked in day shift. The descriptive analysis of the demographic composition of the respondents is summarized in Table 2.

Table 2. Descriptive Statistics of Categorical Variables (*n*=325)

Variables	Categories	n	%	Median	IQR
Gender	Man	126	38.8	2.00	1.00-2.00
	Woman	199	61.2		
Marital status	Married	229	70.5	1.00	1.00-2.00
	Single	87	26.8		
	Other	9	2.8		
Education status	High School	15	4.6	3.00	3.00-4.00
	Associate	53	16.3		
	Bachelor	161	49.5		
	Master	51	15.7		
	Doctorate	45	13.8		
Occupation	Doctor	58	17.8	2.00	2.00-5.00
	Nurse	119	36.6		
	Midwife	5	1.5		
	Health Technician	41	12.6		
	Officer	87	26.8		
	Other	15	4.6		
Working Hours	Day shift	149	45.8	2.00	1.00-2.00
	Day and night shifts	124	38.2		
	Night shift	52	16.0		

IQR:Interquartile Range

Reliability Test

This study was used a coefficient alpha to explore the internal reliability of each variable. Cronbach alpha showed that all factors have internal reliability as their alpha values are greater than 0.70.

Table 3. Reliability Assesment

Variables	Items	Cronbach's Alpha Value
Job Satisfaction	5	0.87
Quality of Work Life	23	0.92
Turnover Intention	3	0.94

Correlation Analysis

Table 4. Mean, Standart Deviation, Point-Biserial Correlations and Pearson Correlations amon variables (*n*=325)(*p**<.05, *p***<.01)

Variables	$\overline{x}$	s	1	2	3	4	5	6	7	8	9	10	11
Gender	1.610	.488	1										
Age	36.418	8.988	.024	1									
Marital status	1.320	.524	-.016	-.139*	1								
Education status	3.180	1.015	-.103	.063	-.074	1							
Occupation	3.020	1.627	-.216**	.015	-.032	-.593**	1						
Working Hours	1.70	.729	.238**	.024	.011	.051	-.300**	1					
Working Experience	14.495	7.900	-.050	.718**	-.230**	.080	-.052	-.006	1				
Income	6752.323	5151.357	-.239**	.059	-.043	.639**	-.576**	-.012	.173**	1			
Job Satisfaction	2.710	.931	-.169**	.007	.032	-.044	.146**	-.259**	.039	.073	1		
Turnover Intention	3.317	1.140	.228**	.038	-.193**	.304**	-.364**	.323**	.054	.123*	-.506**	1	
Quality of Working Life	2.733	.435	-.036	-.036	-.062	.002	.058	-.239**	-.040	.026	.503**	-.243**	1

From Table 4 the correlation between gender, age, marital status, education status, occupation, working hours, working experince, income, job satisfaction, turnover intention and quality of working life were shown. Over all, working experince - age, income- education status, quality of working life- job satisfaction have significant, positive and high correlations (*p*<.01). Occupation-education status, income-occupation and turnover intention- job satisfaction have significant, negative and high correlations (*p*<.01). Occupation- education status, income-occupation correlated negatively because the coding of the occupation variables has not a specific order.

Turnover intention-education status and turnover intention- working hours have significant correlations (*p*<.01) and their correlations are positive and moderate. Gender-working hours, gender-turnover intention, job satisfaction-occupation and income- working experince have significant correlations (*p*<.01) and their correlations are positive and low (0.146< ρ <0.238). Gender-occupation, income- gender, gender- job satisfaction,working experince- marital status, turnover intention-marital status, working hours- occupation, job satisfaction- working hours, quality of working life- working hours and quality of working life- turnover intention have significant correlations (*p*<.01) and their correlations are negative and low (-0.300< ρ <-0.169). Turnover intention- occupation has significant, negative and moderate correlations (*p*<.01).

Mediation Analysis

Mediation Analysis results of the study is summarized in Table 5.

Table 5. Results of Simple Mediation Analysis

	Dependent variable:					
	M: Job Satisfaction		**Y:** Turnover Intention			
	Model 1	**Model 2**	**Model 1**	**Model 2**	**Model 3**	**Model 4**
Step 1:Control Variables						
Age	-0.003	0.004	0.001	-0.001	0.001	-0.001
	(0.008)	(0.007)	(0.009)	(0.008)	(0.009)	(0.008)
Marital status	0.072	0.136	-0.402**	-0.365**	-0.433**	-0.364**
	(0.097)	(0.085)	(0.109)	(0.097)	(0.107)	(0.098)
Education status	-0.097	-0.090	0.285**	0.235**	0.281**	0.235**
	(0.070)	(0.061)	(0.078)	(0.070)	(0.076)	(0.070)
Occupation	0.129**	0.130**	-0.204**	-0.139**	-0.205**	-0.138**
	(0.045)	(0.039)	(0.050)	(0.045)	(0.049)	(0.046)
Working Hours	-0.237**	-0.093	0.351**	0.230**	0.279**	0.232**
	(0.074)	(0.066)	(0.082)	(0.075)	(0.083)	(0.076)
Working Experience	0.0003	0.004	0.005	0.006	0.003	0.006
	(0.010)	(0.008)	(0.011)	(0.010)	(0.010)	(0.010)
ln(Income)	0.512**	0.481**	-0.453**	-0.191	-0.437**	-0.189
	(0.138)	(0.120)	(0.154)	(0.140)	(0.151)	(0.141)
Step 2: Mediator						
M: Job Satisfaction				-0.511**		-0.515**
				(0.056)		(0.064)
Step 3: Independent variable						
X: Quality of Working Life		1.014**			-0.503**	0.020
		(0.102)			(0.128)	(0.134)
Constant	-1.364	-4.266**	6.766**	6.069**	8.204**	6.006**
	(1.210)	(1.098)	(1.354)	(1.209)	(1.374)	(1.284)
R²	0.116	0.326	0.260	0.415	0.295	0.415
ΔR²	0.096	0.308	0.244	0.400	0.277	0.398
Residual SE	0.886	0.775	0.991	0.883	0.969	0.885
	(df = 317)	(df = 316)	(df = 317)	(df = 316)	(df = 316)	(df = 315)
F Statistic	5.932**	19.063**	15.951**	27.965**	16.522**	24.784**
	(df = 7; 317)	(df = 8; 316)	(df = 7; 317)	(df = 8; 316)	(df = 8; 316)	(df = 9; 315)

Total effect of X on Y	Effect	Se	T	p		
	-.503	.128	-3.928	.000**		
Direct effect of X on Y	Effect	Se	T	p		
	.020	.134	.148	.882		
Indirect effect(s) of X on Y	Effect	BootSE	BootLLCI	BootULCI		
	-.522	.086	-.700	-.362		

p*<.05, p**<.01; BootSE = Bootstrap Standart Error, BootLLCI = Bootstrap Lower Limit of Confidence Interval, BootULCI= Bootstrap Upper Limit of Confidence Interval; Bootstrap Sample Size=10^4; (Sobel test= -6.722, p<0.001)

Firstly, three sets of regressions X → Y, X → M, and X + M → Y were tested by using meditation analysis

X= Quality of Working Life is predicting Y= Turnover Intention. The model 3(F=16.522 ,df = 8; 316, p<0.01) and the coefficient of Quality of Working Life, marital status, education status, occupation, working hours and ln(Income) are statistically significant.

X= Quality of Working Life is predicting M= Job Satisfaction. The model 2 (F=19.063,df = 8; 316, p<0.01) and the coefficient of Quality of Working Life, occupation and ln(Income) are statistically significant.

X= Quality of Working Life, M= Job Satisfaction are predicting Y= Turnover Intention. The coefficient of Job Satisfaction, marital status, education status, occupation and working hours are statistically significant, on the other hand the coefficient of Quality of Working Life is not statistically significant, also $X + M \rightarrow Y$ model 4 is statistically significant (F=24.784, df = 9; 315, p<0.01). It shows that three conditions are met, and then full mediation is supported. The goal of mediation analysis is to obtain this direct effect if it is not statistically significant. It is also not significant as well (t=0.148, p=0.882).The Sobel test, to tell you that whether the indirect effect of the independent variable on the dependent variable through the mediator variable is significant. According to Sobel test results shows that the mediator variable is statistically significant (Sobel test= -6.722, p<0.001). It means that the indirect effect is statistically different from zero. The bootstrapping results were also confirmed the Sodel test results. The confidence interval of the bootstrapping is excluding the zero.

Moderated Mediation Analysis

Moderated Mediation Analysis results of the study are summarized in Table 6.

Table 6. Results of Moderated Mediation Analysis

	Dependent variable:							
	M: Job Satisfaction		**Y:** Turnover Intention					
	Model 1	Model 2	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Step 1:Control Variables								
Age	-0.003	-0.003	-0.003	-0.004	-0.002	-0.002	-0.003	-0.005
	(0.007)	(0.007)	(0.008)	(0.008)	(0.009)	(0.009)	(0.008)	(0.008)
Marital status	0.132	0.154	-0.353**	-0.368**	-0.420**	-0.427**	-0.352**	-0.343**
	(0.086)	(0.086)	(0.097)	(0.096)	(0.106)	(0.107)	(0.097)	(0.097)
Education status	-0.094	-0.078	0.249**	0.249**	0.297**	0.292**	0.249**	0.263**
	(0.061)	(0.061)	(0.070)	(0.069)	(0.076)	(0.077)	(0.070)	(0.069)
Occupation	0.117**	0.104*	-0.090	-0.071	-0.150**	-0.146**	-0.090	-0.072
	(0.044)	(0.044)	(0.050)	(0.050)	(0.054)	(0.055)	(0.050)	(0.050)
Working Hours	-0.090	-0.080	0.221**	0.230**	0.267**	0.264**	0.222**	0.248**
	(0.066)	(0.066)	(0.074)	(0.074)	(0.082)	(0.082)	(0.075)	(0.075)
Working Experience	0.004	0.007	0.006	0.007	0.004	0.003	0.006	0.010
	(0.008)	(0.008)	(0.009)	(0.009)	(0.010)	(0.011)	(0.009)	(0.010)
ln(Income)	0.447**	0.390**	-0.067	-0.040	-0.295	-0.276	-0.067	-0.075
	(0.131)	(0.132)	(0.150)	(0.149)	(0.162)	(0.165)	(0.151)	(0.151)
Step 2: Mediator								
M: Job Satisfaction			-0.508**	-0.017			-0.510**	-0.282**
			(0.056)	(0.188)			(0.064)	(0.094)
Step 3: Independent variable								
X: Quality of Working Life	1.015**	0.731**			-0.511**	-0.255	0.007	-0.203
	(0.102)	(0.159)			(0.127)	(0.433)	(0.133)	(0.191)
Step 4: Moderator								
W:Gender	-0.071	-0.095	0.261*	0.303*	0.296*	0.304*	0.260*	0.290*
	(0.105)	(0.105)	(0.119)	(0.118)	(0.130)	(0.131)	(0.119)	(0.118)
Step 5: Moderating Effect								
M×Gender				-0.303**				-0.421**
				(0.111)				(0.126)
X×Gender		0.488*				-0.161		0.508
		(0.209)				(0.262)		(0.269)
Constant	-3.767**	-3.431**	-0.244	-0.588	5.285**	1.528	-0.251	3.205*
	(1.244)	(1.197)	(1.424)	(1.416)	(1.481)	(1.564)	(1.431)	(1.366)
R^2	0.326	0.338	0.423	0.437	0.306	0.307	0.423	0.443
ΔR^2	0.307	0.317	0.407	0.419	0.287	0.285	0.405	0.422
Residual SE	0.776	0.770	0.878	0.869	0.963	0.964	0.879	0.867
	(df = 315)	(df = 314)	(df = 315)	(df = 314)	(df = 315)	(df = 314)	(df = 314)	(df = 312)

F Statistic	16.966** (df = 9; 315)	16.028** (df = 10; 314)	25.695** (df = 9; 315)	24.351** (df = 10; 314)	15.456** (df = 9; 315)	13.921** (df = 10; 314)	23.053** (df = 10; 314)	20.720** (df = 12; 312)

Conditional direct effect(s) of X on Y

		Effect	se	t	p			
Gender	Male	.305	.186	1.637	.103			
	Female	.813	.421	1.930	.054			

Conditional indirect effects of X on Y

|		Effect	BootSE	BootLLCI	BootULCI			
Gender	Male	-.206	.096	-.411	-.033			
	Female	-.857	.136	-1.149	-.616			
Differences		-.651	.166	-.990	-.332			

p*<.05, p**<.01; BootSE = Bootstrap Standart Error, BootLLCI = Bootstrap Lower Limit of Confidence Interval, BootULCI= Bootstrap Upper Limit of Confidence Interval; Bootstrap Sample Size= 10^4

X= Quality of Working Life, W= Gender and X×W= interaction term are predicting Y= Turnover Intention. The model 4(F=13.921 ,df = 10; 314, p<0.001) and the coefficient of gender, marital status, education status, occupation and working hours are statistically significant. The interaction term between gender and Quality of Working Life is not significant (β=-0.161, p>0.05). Moderation could not be examined how male and female influence the strength of the relationship between Quality of Working Life to Turnover Intention.

X= Quality of Working Life, W= Gender and X×W= interaction term are predicting M= Job Satisfaction. The model 2 (F=16.028,df = 10; 314, p<0.01) and the coefficient of Quality of Working Life, occupation and ln(Income) are statistically significant. The interaction term between gender and Quality of Working Life is significant as well (β=0.488, p<0.05).

M= Job Satisfaction, W= Gender and M×W= interaction term are predicting Y= Turnover Intention. The model 2(F=24.695,df = 10; 314, p<0.01) and the coefficient of gender, marital status, education status and working hours are statistically significant. The interaction term between gender and Job Satisfaction is also significant (β=-0.303, p<0.01). The results of the moderation effect shown in figure 2.

X= Quality of Working Life, M= Job Satisfaction, W= Gender, X×W, M×W ar predicting Y= Turnover Intention. The coefficient of Job Satisfaction, gender, marital status, education status, occupation and working hours are statistically significant, on the other hand the coefficient of Quality of Working Life is not statistically significant, also the model 6 is statistically significant (F=20.720, df = 12; 312, p<0.01). The interaction term between gender and Job Satisfaction is also significant (β=-0.421, p<0.01). The interaction term between gender and Quality of Working Life is not significant (β=0.508, p>0.05). The bootstrapping results showed that the confidence interval of the bootstrapping is excluding the zero in both males and females. Even if both indirect effects of male and female are significant, the indirect effect of females is stronger (-0.857) and the indirect effect of males is weaker (-0.206).
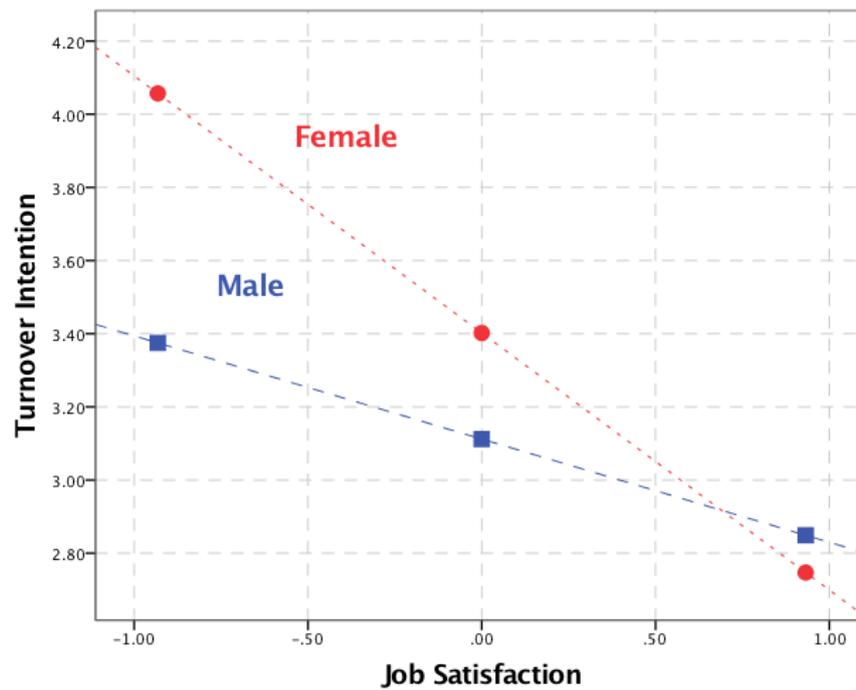
Figure 2. Moderating Effects of Job Satisfaction and Gender on Turnover Intention

The simple slope plot showed that job satisfaction decreases, the turnover intention is much stronger in females (simple slope=0.813, t=1.930, p<0.01). However, even if job satisfaction increases, the turnover intention is strong in males (simple slope=0.305, t=1.637, p<0.01).

6. Discussion and Conclusion

Healthcare organizations are units where complex uncertainties occur more than other units (Kaitelidou et al. 2012: 571). In this context, employees who feel peaceful in the institution they work and perceive a positive organizational climate contribute to the organization.

The mediation analysis are conducted in this study. According to this analysis Hypothesis 1 predicted that quality of work life influences the turnover intention of employees of an education research hospital. According to the results H_1 was supported (β=-0.503, p <.01). The finding of this study is also consistent with past researches (Mosadeghrad et al., 2011; Zhao et al., 2013; Mohamed Elshahat et al., 2019). Moreover, considering the control variables (marital status, education status, occupation, working hours and income) the quality of work life effects turnover.

Hypothesis H_2 states that the job satisfaction mediating effect on the relationship between quality of work life and turnover intention of employees. This hypothesis (H_2) was supported (β_M= 0.015, p <.01; β_X=0.020, p >.05). Moreover, H_{2a} predicted that quality of work life influences the job satisfaction. Consistent with previous studies (Morsy and Sabra, 2015; Hadizadeh et al., 2015; Nuari, 2016; Mobaraki et al., 2017; Jahanbani et al., 2018; Srivastava et al., 2019) Hypotheses H_{2a} supported (β=1.014, p < .01). Quality of work life improves job satisfaction thereby helping the organization in retaining their employees (Gurudatt and Gazal, 2015: 12). Similarly, Hypothesis H_{2b}, which states that job satisfaction influences turnover intention of employees and this hypopthesis was supported (β=-0.511, p <.01). Moreover, this findings consistent with researches (Tziner et al., 2015; Lu et al., 2017; Chen et al., 2019; Li et al., 2019; Al Sabei et al., 2020).

Hypothesis H_3 predicted that the gender moderates the mediation of job satisfaction on quality of work life of turnover intention of employees. This hypothesis was supported ($\beta_{M \times Gender}$ =-0.421, p <.01). The study results indicate that gender moderated the relation between quality of work life and job satisfaction ($\beta_{X \times Gender}$ = 0.488, p <.05); hence, we conclude that H_{3a} is supported. On the other hand, H_{3b} states that the gender moderates the relation between the quality of work life and turnover. This hypothesis was not supported ($\beta_{X \times Gender}$= -0.161, p >.05). Finally, H_{3c} predicted that the gender moderates the relation between the job satisfaction and turnover. According to the results H_{3c} was supported ($\beta_{M \times Gender}$=-0.303, p <.01). Moreover, other variables were controlled and it was found that these control variables (marital status, education and working hours)

effect the female employees turnover intention. In terms of men and women, when the job satisfaction of women decreases, the turnover intention is higher compared to men. Explanation for the gender differences for organizational outcomes may be stem from employees' expectations, work-home related responsibilities or culture.Therefore, when females' expectations are met and responsibilities are shared, they will be more productive in business life.

The findings obtained from this study have some useful results. Healthcare organizations have to prevent turnover intentions to survive. Therefore, it is strongly recommended for healthcare organizations to use these findings. Moreover, this study has some limitations such as conducted among health care employees in Ankara, Turkey. Therefore, future research can investigate this subject in different cities with participants who have different characteristics or include specific variables (eg. culture) to understand gender differences.

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