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## THE ROLE OF ORGANIZATIONAL TRUST ON THE RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND JOB SATISFACTION

**Burcu TOSUN**

Instructor Dr of Management, Atılım University, Ankara, Turkey, [burcu.tosun@atilim.edu.tr](mailto:burcu.tosun@atilim.edu.tr)

ORCID: 0000-0002-8030-7066

**Nur ÖZKAN**

Chief Engineer, Turkish Aerospace, Ankara, Turkey, [karaslannur@gmail.com](mailto:karaslannur@gmail.com)

ORCID: 0000-0002-0490-8994

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### ABSTRACT

The most critical and sensitive resource of business organizations is their employees. Therefore, job satisfaction, mental peace and life balance of employees play a major role in the efficiency and performance of an organization. Work-life balance has an essential role in job satisfaction. Work-life conflict occurs when people cannot have enough time and energy on their duties and responsibilities both in their business and private lives. Work-life balance also improves organizational trust which can lead the employees to stronger job satisfaction and enable them to have a sense of belonging. In this study, it is aimed to examine the reflection of work-life balance of employees on their trust in the organization, and the reflection of this trust on their job satisfaction. In this context, both the effect of work-life balance on organizational trust, the effect of organizational trust on job satisfaction and the direct effect of work-life balance on job satisfaction were investigated. In order to test the research model, a survey including the scales of the variables and demographical questions is conducted to the employees of a company operating in the aviation sector in Ankara, Turkey, chosen by the convenience sampling method. The results were statistically analyzed in the SPSS 21 program. The main research question of the study, whether organizational trust has a mediating role in the effect of work-life balance on job satisfaction, was answered by hierarchical regression analysis. The results obtained confirm the hypotheses and the whole research model and reveal that organizational trust has a partial mediating role in the effect of work-life balance on job satisfaction.

**Keywords:** Work-life balance, organizational trust, job satisfaction

## INTRODUCTION

Work is a phenomenon that arises from human needs and emerges as a result of human social relations as a civilized being. However, in order for any social phenomenon to be considered as a work, conditions, leisure activities, time, place, and social conditions of that phenomenon must be taken into account. Otherwise, interpreting any type of activity as a work might cause the conceptual confusion (Ören & Yüksel, 2012). Working life has existed since the existence of humanity. However, working life in accordance with today's understanding is a product of the Industrial Revolution. Starting with the Industrial Revolution, mechanization occurred and large factories began to be established. The establishment of the factories increased the need for manpower for the use of machines in the factories and for production has emerged; and the phenomenon of working in an organization, being employed, and paying wages for the employment became a necessity.

In addition to achieving the economic independence by a sufficient income, people mostly expect freedom, independence, authority, responsibility, security, satisfying working conditions, meaningfulness, good relationships with colleagues and managers, status, prestige, career development, respect, acceptance, belonging, self-confidence, and improving themselves from their work life. Working adds meaning to the life of the individuals by improving the productivity of them and contributes to the development of both identity and personality (Ören & Yüksel, 2012).

Beside its economic and psychological satisfaction, work life sometimes can be painful and have negative psychological impacts on the individuals. Today, work life has undergone a great change. This change puts individuals under the pressure of an excessive workload. Therefore, employees assume the negative aspects of the work as a sacrifice for their expectations and a component of their inputs. In order to increase their output compared to their input or at least keep the balance between them, workers need to build up their job satisfaction, especially by feeling more trust to their organizations, perceiving support, and establishing a work-life balance.

Today, it is noteworthy that many businesses are running programs to establish a work-life balance (Korkmaz & Erdoğan, 2014). Work-life balance is an important factor for the continuity of organizational success and family welfare (Özgül, Erkmén & Karaarslan, 2020). In the case of work-life conflict businesses suffer from both direct costs like absenteeism, anti-productive behaviors, employee turnover rate, and indirect costs such as low organizational commitment, decrease in job satisfaction and individual poor quality in relationships (Özgül et al., 2020). The fact that businesses give importance to their employees' lives outside of work not only increases their commitment to the organization and their job satisfaction, but also fulfills the requirements of business social responsibility.

From this point of view, in this study, the effects of work-life balance and organizational trust on job satisfaction were investigated. The mediating effect of having work-life balance on job satisfaction levels were also observed throughout the results of the analysis. By the participation of 215 working professionals, work-

life balance, organizational trust, and job satisfaction were evaluated through an online survey. With the help of the literature review, the results of the study is interpreted and discussed at the end of the paper.

According to the role theory (Biddle, 1986), we have various roles in our lives that emerge from the expectations of others and this situation often results in conflict. It conceptualizes everyday activity as the acting out of socially defined categories (e.g., parent, employee, friend). Each social role is a set of rights, duties, expectations, norms, and behaviors that a person has to face and fulfill. This theory is rooted in the observation that people behave in predictable ways and that an individual's behavior is context specific, based on social position and other factors. However, according to resource drain theory, if we spend more resources on one role, this causes a decrease in the resources of other roles. According to Morris and Madsen (2007) when resources are transferred from one sphere to another, it reduces the resources available in the original sphere. This is because of the limited nature of the resources. These resources could be money, time or attention. Bakker et al (2009) argued that this indicated that there is a negative link between the domains of work and family. This is due to the fact that the use of resources in one field decreases the level of resources accessible to the other fields which causes less involvement in the latter field. Edwards and Rothbard (2000) further added that resources can also be moved to domains like personal or community pursuits which are not related to either family or work.

Inter-role conflict theory suggests that, if we use more resource on one of our basic roles in life and remains less resource for other roles, life domains can be incompatible. This theory is also called the incompatibility or opposition theory. According to Greenhaus and Beutell (1985) it refers to challenges in meeting the requirements of one field as results of occurrences of adhering to the requirements in the other field. A person faces inter-role conflict when requirements from one role affects their ability to meet the requirements of another role (Greenhaus & Beutell, 1985). Naturally, work and life become incompatible due to the responsibilities, roles, and pressures in each life domain, and work-life conflict arises. One domain makes it difficult to satisfy the requirements of the other domain (Ahmad, 2008).

Ahmad (2008) states that, three important group of factors affect work-life balance: job-related factors (job type, work time commitment, job involvement, role overload and job flexibility), family-related factors (number of children, life cycle stage, family involvement and childcare arrangements) and individual-related factors (centrality, priority, importance, gender role orientation, work-home interface and self-evaluation). In order to satisfy the responsibilities at both sides, it is significant to establish work-life balance.

Work-life conflict occurs when work responsibilities and life (usually household) responsibilities interfere with each other (Greenhaus & Beutell, 1985; Amstad et al., 2011). In this case, workers have less time to spare for work or life (Netemeyer et al., 1996; Buonocore & Russo, 2013), stressors in work often impact performance in life (Byron, 2005), and the different roles in the two arenas may not be easy to separate from one another (Olson-Buchanan & Boswell, 2006). These conflicts are key contributors to reports of poor well-being among workers, as well as low productivity and turnover in jobs (Badri, 2019). On the other hand, life-work conflict is

again the same obstacle in the balance, however, in this case private life problems interfere with the work life and decreases the work performance.

At the individual level, trust in an organization is a psychological state that involves a willingness to accept vulnerability based on an organization's positive expectations. Trust building within organizations is a key component in commitment, since there is a voluntary reciprocity process within the organization and social exchange relations need to be developed to ensure this (Saunders, 2012).

Employees tend to exert more effort and have more positive work attitudes when they trust the organization. Trust is a central factor in enhancing an organization's long-term success and survival, especially because of the uncertainty and competitiveness inherent in the current global business environment. Trust facilitates adaptation to new processes and ways of working. If employees trust their co-workers and leaders, they can overcome conflicts more easily, take risks in a smarter way, work harder, tend to stay in the company longer, contribute to better ideas, and dig deeper whenever needed (Azevedo-Sa et al., 2021).

According to Cho and Park (2011), trust within an organization is further complicated by the fact that people use the word "trust" referring to three different categories. The first one is "trust in co-workers", which means they enjoy a culture of honesty, psychological safety, and mutual respect. The second one is "trust in supervisors", that covers supervisors' fair treatment to employees, considering their needs when making decisions and putting the organizational interests ahead of their own desires. The third category is "trust in management" as trusting in the organizational administration in the means of quality, consistency, fairness and design of the processes, keeping the promises, resource allocation and fair provision of rewards. Clearly, these three types of trust are distinct, but they're linked to each other in certain ways. Every time a manager violates employees' personal trust, their organizational trust gets eroded. Therefore, building trust in an organization is not only crucial for success, but also easy to loose and difficult to keep.

Syptak, Marsland, and Ulmer (1999) state that one of the most important issues for organizations is employee satisfaction and retention. By ensuring employee satisfaction, high levels of absenteeism and personnel turnover, recruitment and retraining, etc. that will negatively affect profitability are avoided. When employees are satisfied with their jobs, they get more creative, productive, and committed to the organization.

One of the pioneers of motivation, Frederick Herzberg (1966), surveyed a group of employees about job satisfaction and focused on two dimensions of employee satisfaction: motivation factors and hygiene factors. According to Herzberg (1966), hygiene factors include issues that minimize employee dissatisfaction but do not provide motivation. If hygiene issues are not fulfilled, it creates dissatisfaction in the employee. Hygiene issues include company policies, supervision, salary, working conditions, and interpersonal relationships. The motivating factors are achievement, work itself, responsibility, recognition, and advancement, which meet the individual development needs of employees. Motivators have a major impact on employee satisfaction when hygiene factors are provided. Since there are different factors to ensure job satisfaction, we should consider

improving these conditions in order to provide satisfaction and keep the hardworking employees in the company.

Job satisfaction includes two different approaches, global and composite. The global approach assesses job satisfaction based on an individual's overall emotional response to their job. In contrast, the composite approach examines an employee's model of attitude regarding various aspects of the job (such as co-workers, benefits, job conditions, nature of work, policies, and procedures, pay, and supervision) (Bruck et al., 2002).

Organizational trust is one of the essential factors for the employees to be peaceful, successful, and productive in the workplace. Trust in the organization increases the employee's commitment to the workplace, as well as increasing the organizational success. According to studies conducted on organizational trust, organizational trust is highly effective on employees' turnover intention, job satisfaction and organizational commitment. In addition, previous studies show that employees who trust their supervisors and their organizations are more attentive while doing their jobs. They can also easily manage organizational related tasks. Since the success of organizations depends on the success of employees, organizational trust factors need to be determined in detail and studied more (Artar & Erdil, 2017).

It is one of the issues that have been examined in previous studies that employee job satisfaction is generally affected by employees' views on organization and management. Understanding the relationships between managerial trust, organizational trust, and job satisfaction is also important because these factors often shape organizational development and change strategies, productivity, and organizational culture (Perry & Mankin, 2007).

Job satisfaction is assumed to be one of the main consequences of organizational trust. Organizational trust can lead the employees to stronger job satisfaction and enable them to have a sense of belonging and act accordingly (Artar & Erdil, 2017).

In any social interaction, people compare the input they give with the output they receive, and the effort they make with the effort of the other party. When one party helps the other, the helper sympathizes with the helper and tries to help in return (Walster et al., 1973). Organizational trust can increase performance-reward expectations and/or give enthusiasm to help, thus contributing to overall job satisfaction (Eisenberger et al., 1986; Guan et al., 2014).

Perry and Mankin (2007) examined the interrelationships among employees' trust in the organization's top managers, organizational trust and job satisfaction. According to the results, the trust in the general manager is independent of the trust in the organization, but still both organizational trust and managerial trust are positively associated with job satisfaction. Additionally, job satisfaction in a high-trust organization tends to be higher than in a low-trust organization. Lambert et al. (2021) studies the relationship between management and supervisor trust and work attitudes, and found out that both management and supervisor trust has a positive effect on job satisfaction and commitment. Employees' trust in supervisors and management helps

them develop better relationships and interactions, which leads to better psychological mood and increased job satisfaction. In their study conducted in tourism industry, Güçer and Demirdağ (2014) found a strong relationship between hotel employees' organizational trust and their job satisfaction. It is seen that the increase in the perception of trust of the employees towards their supervisors and co-workers significantly increases their job satisfaction.

In the developing and changing world, the expectations of the employees have also changed. Even though everyone works to get the salary in return of their efforts and time, different motivation sources have come into play for the job satisfaction and productivity of the employees. One of them is the existence of work-life balance. Work-life conflict is a situation that causes stress in people's lives and reduces job satisfaction (Zhao & Namasivayam, 2012). It occurs when people do not spend enough time and energy on their duties and responsibilities in their business or private life. Job autonomy, on the other hand, prevents conflicts in other areas of responsibility due to the flexibility it provides in work life. Therefore, there is a negative relationship between job autonomy and work-life conflict.

Work-life balance includes three important factors. Firstly, employees can establish an acceptable balance with their family and work. Second, the employer can offer flexibility to employees. Third, the employer can provide systems that will facilitate the work of the employees. The existence of work-life balance is not only beneficial for the individual; but also for the organization. Employees who have a work-life balance increase their commitment to the company, their productivity, and their tendency to teamwork. In this way, the individual gains more value and reduces stress while establishing a work-life balance. In cases where work-life conflict is experienced, negative effects occur both in the personal and working life of the employee. For this reason, establishing a work-life balance has become important and necessary for employees.

Arif and Farooqi (2014) conducted a study on Gujrat University lecturers that tested the relationship between work-life balance and job satisfaction. In this study, the effects of the existence of work-life balance on job satisfaction were examined. Under work-life balance, work-life balance, and conflict, the nature of work and the organization's support for work-life balance were studied. They found direct links between extrinsic scales (working conditions, co-workers, advancement, recognition, organization policies, compensation, supervision, and promotion) and intrinsic scales (achievement, moral values, responsibility, activity, social status, freedom, ability, and authority) with job satisfaction. Dorenkamp and Ruhle (2019) analyzed the effects of work-life conflict on job satisfaction in academicians and found out that male participants were more satisfied with their jobs than females in respect with their work-life balance issues. The results showed that the academicians have to give priority to their professional work rather than family matters, and for this reason, they spend the time they need to spend in their private lives in work, which is leading them to creating work-life conflict. On the other hand, conflicts arising due to the problems in their private lives did not have a significant effect on the job satisfaction of the academicians, as they could protect their work from the effects of the problems in their private lives (Dorenkamp & Ruhle, 2019).

A study conducted by Hassan et al. (2014) on Pakistani doctors, housekeepers, health officials, and postgraduate trainees revealed that there is a very strong and negative relationship between work-life conflict and job satisfaction. The performance of employees whose job satisfaction decreases due to work-life conflict also decreases. Life-work conflict also has a negative effect on job satisfaction, but not as much as work-life conflict. This showed that job satisfaction of doctors is more strongly affected by the presence of work-life conflict than life-work conflict (Hassan et al., 2014).

Bruck et al. (2002) examined the effect of work-life conflict on job satisfaction from both work-life and life-to-work conflict perspectives. The results showed that work-life conflict was significantly associated with job satisfaction. Similarly, in their study, Wright et al. (2014) disclosed that the increase in work-life conflict was an important cause of decreased job satisfaction.

Work-life balance plays an important role in the success of the organization. The greatest wealth of an organization is its human resources, and their happiness therefore well-being brings positive results to the organization. These positive results can be observed as increase in productivity, responsibility, commitment, and employee morale, effectiveness in teamwork and communication. It is a known fact that employees who receive the feeling of respect, care and commitment from their colleagues and managers in the workplace will cause a positive response to these positive approaches. Employees who see this type of positive behavior from their co-workers and managers will respond more strongly, such as corporate trust (Haar, Fabio & Daellenbach, 2019).

In their study, Korkmaz and Erdoğan (2014) determined that work-life balance plays a mediating role in the effect of organizational commitment and organizational trust on job satisfaction. Okudan and Can (2019) examined the mediating role of work-life balance in the relationship between the organizational climate and organizational trust and found out that as the work-life balance increases, the sense of organizational trust and organizational climate perception increase. In addition, it has been concluded that work-life balance, organizational climate perception and organizational trust have an effect on increasing the sense of organizational commitment. Sheikh (2018) also observed the relationship between work-life balance, perceived organizational support and organizational commitment. According to the results, while perceived organizational support forms the basis of organizational commitment and trust, work-life balance plays a mediating role in this relationship. In addition, perceived organizational support indirectly increases organizational trust through work-life balance. Haar, Fabio and Daellenbach (2019) showed that employees who have work-life balance are expected to have higher organizational trust and to exhibit trust behavior. They found that work-life balance is positively associated with organizational trust, and also mediates the effect of positive relational management on organizational trust. Randall (1988) examined how family life affects commitment and trust to the organization, and determined a linear relationship between the level of fulfilling the roles of the individual in family life and commitment to the organization. They observed that individuals who cannot balance work and family life experience work-family conflict, and a decrease in their commitment

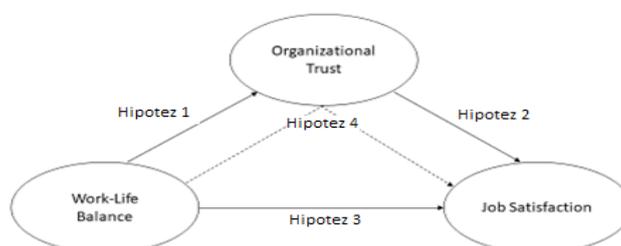
and trust to the company they work for. The individuals who experience work-family conflict and family-work conflict decrease their commitment and trust to the organization (Randall, 1988).

## METHOD

### The Research Model

As understood from the previous literature summarized above, work-life balance, organizational trust and job satisfaction are variables that are closely related to each other. Employees' trust in their organizations increases when organizations support them about their work-life balance (eg. Randall, 1988). It is observed that employees who can establish a work-life balance, as well as individuals who trust their organizations, have high job satisfaction (eg., Perry & Mankin, 2007; Wright et al., 2014). In most of the previous studies, the three variables were not evaluated together, and the mediation or moderation effects were not emphasized. It is logically possible and should be investigated that the trust in the organization first increases and this feeling of trust can lead to a positive change in job satisfaction on the way from the employee's work-life balance to job satisfaction. Based on the inadequacy of studies on this subject, this study especially aims to find out if organizational trust plays a mediating role in the relationship between work-life balance and job satisfaction.

In the light of aforementioned previous research and theoretical framework, the research model is designed as described in Figure 1.



**Figure 1.** The research model

Figure 1 displays the model and the hypotheses of the study, which are defined as follows:

Hypothesis 1: There is a significant and positive relationship between work-life balance and organizational trust.

Hypothesis 2: There is a significant and positive relationship between organizational trust and job satisfaction.

Hypothesis 3: There is a significant and positive relationship between work-life balance and job satisfaction.

Hypothesis 4: Organizational trust has a mediating role in the relationship between work-life balance and job satisfaction.

In order to test the research model, a survey including the scales of the variables and demographical questions is conducted to the employees of a company operating in the aviation sector in Ankara, Turkey, chosen by the

convenience sampling method. The results were statistically analyzed in the SPSS 21 program. First, the Cronbach's Alpha value, which is widely used to control the reliability of the study, was calculated and then hierarchical regression analysis was performed to examine the relationships among the variables, as the results were within the reliable range.

### Population-Sample

"Convenience Sampling", which is one of the non-probabilistic sampling methods, was used as the sampling method of this study. As the name suggests, the convenience sample consists of participants that the researcher can reach. This method generally assumes that the population is homogeneous and that the participants are similar to each other.

In order to serve the purposes of the study and to test the hypotheses, employees working in a company operating in the aviation sector in Ankara, Turkey, were selected as a sample and a questionnaire was applied to these participants. The sample included 215 employees in total. The questionnaire consists of four parts, including demographic data such as gender, age and duration of employment in the institution, organizational trust, work-life balance and job satisfaction scales. Ethics committee approval was obtained for this study with the decision of the "Human Research Ethics Committee of Atılım University Rectorate", dated 05.07.2022 and numbered 39131.

### Universe and Sample

It was clearly stated to the participants that the data and results to be obtained from the survey will be evaluated completely and only in an academic sense and will not be given to any person or institution. Participants were also told that they should not write their names and surnames, and they were also guaranteed that the information received would not be shared with the institution they work for. The profile of the participants was analyzed and displayed in Table 1.

**Table 1.** The Descriptive Statistics of the Sample (n=215)

Demographics	Groups	Frequency	%
Gender	Male	140	65.1
	Female	75	34.9
Age	25-34	170	79.1
	35-44	39	18,1
	45-54	6	2,8
	65 and more	0	0,0
	Primary	0	0,0
Educational Level	High School	7	3.0
	Bachelor's degree	159	74.0
	Master's Degree	48	22,3
	Postgraduate	1	0.4
	Less than 1 year	6	2.8
Total Working Years	1-5 years	71	33.0
	6-10 years	111	51.6
	11-15 years	15	7.0
	16 and more	12	5.6

As seen in Table 1, the sample included 215 employees in total and was comprised with 65,1% male employees and 34,9% female employees. Majority of them were fallen between the age of 25-34, which is about 79,1% of the total sample. Furthermore, the majority of the participants had bachelor degrees (74%). 52% of the participants have 6-10 years of working experience.

### Data Collection Tools

In order to measure work-life balance of the participants, the scale of Fisher, Bulger, and Smith (2009) was used. Each item is measured on 5-point Likert's ratings (1 = strongly disagree, 5 = strongly agree). The scores obtained from this question are directly proportional to the level of work-life balance. As a result, the higher the individual's question score, the higher the work-life balance.

Orgazizational trust is measured by the scale developed by Nyhan and Marlowe (1997) which consists of 7 items. Each item is measured on 5-point Likert's ratings (1 = strongly disagree, 5 = strongly agree). The scores obtained from this question are directly proportional to the level of organizational trust. As a result, the higher the individual's question score, the higher the organizational trust.

In order to measure job satisfaction of the participants, the short form of the Minnesota Job Satisfaction scale developed by Weiss et.al. (1967) was used. The scale consists of 20 items, each measured on 5-point Likert's ratings (1 = strongly dissatisfied, 5 = strongly satisfied). The scores obtained from this question are directly proportional to the level of job satisfaction. As a result, the higher the individual's question score, the higher the job satisfaction.

### Validity-Reliability

The Cronbach Alpha values (reliability coefficients) of the scales used in the questionnaire are shown in Table 2.

**Table 2.** Cronbach Alpha Values of the Variables

Variables	Cronbach Alpha Values ( $\alpha$ )
Work-Life Balance	0.794
Organizational Trust	0.897
Job Satisfaction	0.919

As can be seen from Table 2, the Cronbach alpha coefficients of the scales of organizational trust, work-life balance and job satisfaction are above the lowest value of 0.70 recommended by Nunnally and Bernstein (1994). In this case, it is possible to say that the scales used are reliable.

### Data Analysis

In order to test the hypotheses of the research, first of all, correlation analysis was carried out to determine whether the main variables are related to each other and to determine the direction and strength of possible relationships. Table 3 shows the Pearson correlation matrix table of the variables of the research model.

Table 3. Pearson's Correlation Table

		Job Satisfaction	Work-Life Balance	Organizational Trust
Job Satisfaction	Pearson Correlation	1	.542**	.716**
	Sig. (2-tailed)		.000	.000
	N	215	215	215
Work-Life Balance	Pearson Correlation	.542**	1	.376**
	Sig. (2-tailed)	.000		.000
	N	215	215	215
Organizational Trust	Pearson Correlation	.716**	.376**	1
	Sig. (2-tailed)	.000	.000	
	N	215	215	215

\*\* Correlation is significant at the 0.01 level (2 tailed)

When the correlation matrix table is examined, the relationships between the three important variables of the study emerge. Looking at Table 3, there is a positive relationship between job satisfaction and both work-life balance and organizational trust. At the same time, there is a positive relationship between work-life balance and organizational trust. All these findings indicate that research hypotheses should be investigated in more depth. For this reason, hierarchical regression analysis was performed in the SPSS program, as seen in Table 4.

In order to determine the mediating role put forward in the fourth hypothesis of the study, it was necessary to examine whether some of the conditions suggested by Baron and Kenny (1986) were met. If these conditions are met, the first three hypotheses of the research would be confirmed. According to these conditions; there must be a significant relationship between the independent variable and the dependent variable, between the independent variable and the mediator variable, between the mediator variable and the dependent variable; and finally, as a result of the independent variable being included in the analysis together with the mediating variable, the effect of the independent variable on the dependent variable must decrease or disappear completely. If these conditions are not met, it is not possible to talk about the mediation effect (Baron & Kenny, 1986).

Table 4. Hierarchical Regression Analysis

Variables	R <sup>2</sup>	F	B	$\beta$	P
<b>1. Level</b>					
Model1	.141	34.966			
Constant			.698		0,044
Work-Life Balance			.613	.376	0,000*
Dependent Variable: Organizational Trust					
<b>2. Level</b>					
Model2	.512	223.749			
Constant			1.863		0,000
Organizational Trust			.562	.716	0,000*
Dependent Variable: Job Satisfaction					

3.Level				
Model3	.293	88.399		
Constant			1.111	0,000
Work-Life Balance			.695	.542
Dependent Variable: Job Satisfaction				
4. Level				
Model4	.599	158.297		
Constant			.784	0,000
Work-Life Balance			.407	.318
Organizational Trust			.469	.597
Dependent Variable: Job Satisfaction				

\*p<0,05

Table 4 exposes the results of the hierarchical regression analysis, which were conducted to test whether the mediation conditions were fulfilled and whether the research hypotheses were confirmed at the same time.

## FINDINGS

According to the findings in Table 4, it is seen that there is a positive and significant relationship between the independent variable work-life balance and the mediating variable organizational trust ( $\beta=.376$ ;  $p=.000$ ). In this case, both the first condition of Baron and Kenny's (1986) mediation model is fulfilled and the first hypothesis of the research is confirmed. Again, according to Table 3, a positive and significant relationship was found between organizational trust, which is the mediating variable, and job satisfaction, which is the dependent variable ( $\beta=.716$ ;  $p=.000$ ). Thus, while the second condition of the model was met, the second hypothesis of the research was also confirmed. According to the other results of the regression analysis, it is understood that there is a positive and significant relationship between the independent variable work-life balance and the dependent variable job satisfaction ( $\beta=.542$ ;  $p=.000$ ). Therefore, the third condition of the model and the third hypothesis of the research are approved.

Finally, to test whether organizational trust has a mediating role between work-life balance and job satisfaction, both independent variables were included in the regression together. According to the result of this process, it is seen that the beta coefficient ( $\beta=.318$ ) in model 4 is smaller than the beta coefficient ( $\beta=.542$ ) in model 3. In this case, the last condition of the mediation model is also fulfilled. At the same time, the fourth hypothesis of the research was also confirmed, and it was determined that organizational trust had a "partial mediation" effect on the relationship between work-life balance and job satisfaction.

## CONCLUSION and DISCUSSION

Efficiency and effectiveness in resource usage is essential for the success of organizations. Human resource is the most significant and fragile resource that needs to be taken care of both inside and outside of work. As the previous studies suggest, when employees have the opportunity to set a balance between their working lives and private lives and trust their company, there is a great possibility to for their job satisfaction to increase. In

this perspective, this study aimed to analyze the contribution of work-life balance and organizational trust to job satisfaction.

The findings obtained from testing the research hypotheses showed parallel results with the studies conducted in the previous literature. Accordingly, first of all, the expected positive and significant relationship between work-life balance and organizational trust, which is the first hypothesis of the research, was confirmed. This result reveals that when the work-life balance of the employees is positive, their trust in the organization increases, and similarly, as the level of work-life conflict increases, their trust in the organization decreases. This result makes sense since when employees don't experience work-life conflict, they feel supported by their organizations, which consequently might build up organizational trust.

The existence of an expected positive and significant relationship between organizational trust and job satisfaction, which is the second hypothesis of the research, was confirmed as a result of the analysis. This result is in agreement with the results of research in the previous literature. According to this, it is understood that as the trust of the employees in the organization increases, their job satisfaction increases, and accordingly, as the level of trust decreases, their job satisfaction decreases. This finding points out that when employees sense themselves in a trustable work place, they are more satisfied about their jobs.

A positive and significant relationship between work-life balance and job satisfaction, which is the third hypothesis of the research, was also confirmed as a result of the analysis. As explained in the introduction part of the study, similar results are seen in the previous studies conducted between the two variables. The results obtained in this case reveal that as work-life balance improves job satisfaction level increases, and similarly, as work-life conflict level increases, job satisfaction level decreases. As known, inter-role conflict might lead individuals to negative attitudes about their roles. Results reveal that the mind peace provided by work-life balance has a remarkable impact on job satisfaction.

The mediator role of organizational trust in the relationship between work-life balance and job satisfaction, which is the fourth hypothesis of the research, was also confirmed as a result of the analysis. According to the findings obtained from the hierarchical regression analysis, organizational trust plays a "partial mediator" role in the positive effect of employees' work-life balance levels on job satisfaction levels. The partial mediation effect means that the effect of the independent variable on the dependent variable increases when the mediator is activated, and decreases when it is disengaged. Accordingly, it is elicited that the positive effect of the work-life balance level of the employees on the job satisfaction level is partial due to organizational trust. This relationship weakens when organizational trust is low, and strengthens when it is high. In this case, it can be said that as the work-life balance quality of the employees increases, the reason for the increase in job satisfaction is the trust increasing effect of this balance to some extent.

This study emphasizes the importance of the reflections of work-life balance and organizational trust on job satisfaction of employees. Based on both previous studies and this research, it is clear that they have a significant effect on job satisfaction. Even though, many studies were performed about the effect of

organizational trust on job satisfaction, and the effect of work-life balance on job satisfaction, very few and indirect studies can be considered about the effect of work-life balance on organizational trust and also its mediating effect on the relationship between work-life balance and job satisfaction. Accordingly, this research aims to provide a contribution to the literature for better understanding of aforementioned associations.

### RECOMMENDATIONS

Based on the findings of this study, it can be recommended that, managers who want to increase the employees' commitment, loyalty, productivity and consequently organizational performance, should increase their job satisfaction by helping their subordinates maintain work-life balance and also reinforce their trust in the organization. It may be suggested that the scholars who will be inspired by this research should investigate the above said interaction and mediation effect on different sectors and samples in order to clarify the subject.

Like any other study, this study has some limitations. First of all, the use of "convenience sampling", one of the non-probabilistic sampling methods, can cause uncertainty about how much the research results represent the universe. Due to the assumption of convenience sampling that the population to be homogeneous, it is assumed that the participants that the researcher could reach represent the overall universe correctly. For this reason, it may not be appropriate to generalize the results of this study to all employees.

Another limitation of the study is that the scales are based on individual evaluation. It is known that individuals tend to show themselves better than they are in individual evaluations (Schwarz, 1999). However, since the variables of this study express personal perception, it is not thought that this situation will affect the results too much.

### ETHICAL TEXT

In this article, the journal writing rules, publication principles, research and publication ethics, and journal ethical rules were followed. The responsibility belongs to the authors for any violations that may arise regarding the article. Ethics committee approval was obtained for this study with the decision of the "Human Research Ethics Committee of Atılım University Rectorate", dated 05.07.2022 and numbered 39131.

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