

Research on the relationship between career satisfaction, job performance and work engagement variables

Kariyer tatmini, iş performansı ve işe angaje olma değişkenleri arasındaki ilişki üzerine bir araştırma

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Abstract

This study aims to examine the relationships among career satisfaction, job performance, and work engagement, which are considered effective for organisational success. In this study, which employed quantitative research methods, data were collected via a survey. Snowball sampling, a non-random sampling method, was used to obtain the data. The research data was obtained online from 276 volunteer bank employees in Muğla. Data analysis was conducted using IBM SPSS 27 and IBM AMOS 24; confirmatory factor analysis and path analysis were performed. The findings of the study indicate that career satisfaction levels of employees have a positive and significant association with job performance. Similarly, it was found that employees' career satisfaction levels are positively and significantly correlated with all dimensions of work engagement. Finally, it has been found that the vigour and absorption dimensions are positively and significantly correlated with job performance. It has been found that the dedication dimension of work engagement does not correlate significantly with job performance. This study contributes to the literature from a theoretical perspective by examining the relationships among career satisfaction, job performance and work engagement within the frameworks of career construction theory, the job demands-resources model and social exchange theory. This study, conducted among bank employees, also offers practical insights for managers and employees in the banking sector.

Keywords: Career Satisfaction, Job Performance, Work Engagement, Bank Employees

Jel Codes: D23, L20, M10

Öz

Bu çalışma, örgütlerin başarısında etkili olduğu düşünülen kariyer tatmini, iş performansı ve işe angaje olma değişkenleri arasındaki ilişkileri incelemek amacıyla yapılmıştır. Nicel araştırma yöntemlerinin kullanıldığı bu çalışmada, araştırma verileri anket tekniği ile toplanmıştır. Verilerin elde edilmesinde, tesadüfi olmayan örnekleme yöntemlerinden kartopu örnekleme kullanılmıştır. Araştırma verileri, Muğla ilindeki 276 gönüllü banka çalışanından çevrimiçi olarak elde edilmiştir. IBM SPSS 27 ve IBM AMOS 24 paket programları aracılığıyla verilerin analizi gerçekleştirilmiş, doğrulayıcı faktör analizi ve yol analizi uygulanmıştır. Araştırmada elde edilen bulgular, çalışanların kariyer memnuniyet düzeylerinin iş performansları ile pozitif ve anlamlı bir ilişki içinde olduğunu göstermektedir. Benzer şekilde, çalışanların kariyer memnuniyet düzeylerinin işe angaje olmanın tüm boyutları ile olumlu yönde ve anlamlı bir ilişki içinde olduğu tespit edilmiştir. Son olarak, dinçlik ve yoğunlaşma boyutlarının iş performansı ile pozitif ve anlamlı bir ilişki içinde olduğu bulunmuştur. İşe angaje olmanın adanmışlık boyutunun ise iş performansı ile anlamlı bir korelasyon göstermediği saptanmıştır. Bu çalışma; kariyer tatmini, iş performansı ve işe angaje olma değişkenleri arasındaki ilişkileri; kariyer inşa etme teorisi, iş talepleri-iş kaynakları modeli ve sosyal değişim teorisi bağlamında ele alması bakımından literatüre teorik yönden katkılar sunmaktadır. Banka çalışanları üzerinden gerçekleştirilen bu çalışma, bankacılık sektöründeki yöneticilere ve çalışanlara da pratik yönden katkılar sunmaktadır.

Anahtar Kelimeler: Kariyer Tatmini, İş Performansı, İşe Angaje Olma, Banka Çalışanları

JEL Kodları: D23, L20, M10

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Introduction

With the Industrial Revolution and the subsequent wave of globalisation dominating the business world, the number of businesses and employees has rapidly increased. Due to this quantitative increase, the concept of career has come to the fore, and employees' desire for satisfaction from their work and careers has become more important. Career satisfaction is a significant factor that guides employee behaviour regarding professional goals and objectives (Greenhaus et al., 2019). Organisations' provision of career planning services to employees can improve job performance among existing employees and attract qualified individuals to the organisation. Reviewing the literature reveals that the concept of career satisfaction affects various factors such as organisational support (Barnett and Bradley, 2007), organisational commitment (Joo and Park, 2010) and turnover intention (Eddleston, 2009).

This study examines career satisfaction within the context of career construction theory. Developed by Savickas (2002), career construction theory argues that, in today's environment where individuals frequently change jobs, professions or organisations, the focus should be on the process of career construction rather than on building a single profession. In today's environment, characterised by greater instability and uncertainty than in the past, the career construction process has become more significant (Savickas, 2005). Given the rapid changes in the business world, particularly in the banking sector, this study examines career satisfaction within the framework of career construction theory.

In market conditions characterised by intense competition, the workforce profile of organisations has become crucial to enabling them to achieve a sustainable competitive advantage. Performance outcomes, which depend on employees' knowledge, skills and competencies, can directly impact organisational success. At this point, making efficient use of all employees and achieving high job performance are noteworthy for achieving short- and long-term organisational goals. Job performance, which is critical to organisations, is one of the most frequently studied topics in management research. Reviewing the literature reveals that job performance is associated with various variables such as organisational citizenship behaviour (Supriyanto, 2013), job satisfaction (Masyhuri and Claudia, 2026), organisational commitment (Ahmad et al., 2010), organisational justice (Purnama et al., 2020), perceived organisational support (Mohamed and Ali, 2015) and work engagement (Corbeanu and Iliescu, 2023).

The job performance variable is addressed through the job demands-resources model. This model consists of the concepts of job demands and job resources. Job demands are defined as the physical and psychological effects of the effort required by the job. Job resources are defined as job-related benefits that mitigate the negative effects of job demands. Job resources also help fulfil tasks and responsibilities, thereby reinforcing employees' personal development and career satisfaction (Hakanen et al., 2008). Consequently, it is believed that employees' job performance and career satisfaction can be shaped within the job demands-resources model. Based on this premise, employees' job performance has been examined within the job demands-resources model.

Work engagement is a concept that enables employees to be more productive and improve work performance (Bakker and Bal, 2010). Work engagement also contributes to a positive organisational climate. For this reason, employees who are likely to have a high level of work engagement may be preferred by organisations in recruitment processes. The academic world has also shown interest in the concept of work engagement, which has become increasingly significant in the business world in recent years. At this point, it is evident that many studies have been conducted on work engagement in the literature. The studies show that work engagement is examined in relation to various variables, such as well-being (Prasoppokakorn et al., 2026), greenwashing (Zhu et al., 2025), leadership (Zhang et al., 2025), and job performance (Naqshbandi et al., 2024).

The concept of work engagement in this study is examined from the perspective of social exchange theory. Social exchange is a type of change based on mutual trust and involving the exchange of socio-emotional resources (Jiwen Song et al., 2009). At the core of social exchange lie interpersonal trust, mutual exchange on specific issues, and certain obligations. In the banking sector, where labour intensity is high, employees must take ownership of their work and demonstrate sustainable job performance to deliver services to customers. In light of this information, the concept of work engagement in this study has been examined within the framework of social exchange theory.

The purpose of this study is to examine the relationships among career satisfaction, job performance, and work engagement variables, which are considered effective for organisational success. The study examines the effects and strengths of career satisfaction and work engagement on job performance. In addition, the direction of the relationship between career satisfaction and work engagement will also be tested. A review of the relevant literature reveals that only a limited number of studies (Boštjančič and Petrovčič, 2019; Dubbelt et al., 2019) examine the concepts of career satisfaction, job performance, and

work engagement, which are becoming increasingly significant for organisations. From a theoretical perspective, this gap in the literature is a primary reason for this study. Therefore, this study is expected to contribute to the literature from a theoretical perspective.

On the other hand, the study's focus on the banking sector is also significant, as it provides practical implications for the sector. Furthermore, the findings regarding the relationships among career satisfaction, job performance, and work engagement may have practical implications for other service practitioners, including those in the banking sector. Various studies have examined variables such as career satisfaction, job performance, and work engagement in the banking sector in Turkey. However, rapid transformations in the sector amid the wave of digitalisation are changing the desires and needs of employees and managers. In this context, examining these three variables together, analysing their interactions, and ensuring that the data used in the study are up to date could provide practical contributions toward resolving work-related issues and addressing career expectations for employees and managers in the Turkish banking sector.

Conceptual framework

Career satisfaction

Career satisfaction is an individual's overall assessment of the knowledge and competencies acquired in their working life, the skills developed, and the level of success achieved. This overall assessment is a longitudinal evaluation of the level of satisfaction arising from the experiences gained throughout an individual's career, rather than a cross-sectional evaluation of a specific job (Erdogan et al., 2012). As a result of this evaluation, if the individual feels generally satisfied, their career satisfaction is likely high. Based on this, career satisfaction reflects an individual's overall perception of how well they have achieved their career goals (Yüksel, 2005).

According to Greenhaus et al. (1990), an individual's career satisfaction depends on five factors: meeting income expectations, demonstrating professional success, finding opportunities for promotion, acquiring new skills and believing that they have achieved their career goals. Research on career satisfaction in the literature shows that it is positively correlated with organisational commitment (Igbaria and Greenhaus, 1992), reduces employee turnover (August and Waltman, 2004), and increases job performance (Faremi and Jita, 2019). Therefore, it can be said that career satisfaction is a highly significant variable for both organisational and individual goals (Kumudha and Abraham, 2008).

Various studies in the literature examine the relationship between employees' career satisfaction and job performance. A study by Trivellas et al. (2015) on accounting firms found that employees' career satisfaction was positively correlated with job performance. In the study by Faremi and Jita (2019), it was observed that employees' career satisfaction positively affected their performance at work. Similar to these studies, Nguyen and colleagues (2021) found a significant relationship between career satisfaction and job performance. This relationship was examined within the framework of career construction theory. In light of this information in the literature, the first hypothesis of the study, formulated from the perspective of career construction theory to explain the relationship between employees' career satisfaction levels and their job performance, is as follows:

H₁: There is a positive and significant correlation between employees' career satisfaction levels and their job performance.

Work engagement

Work engagement refers to the extent to which employees express themselves physically, cognitively and emotionally while performing the roles assigned to them in their work (May et al., 2004). In other words, work engagement is the employee's interest and involvement in their work. Employees who feel committed to their work identify with their jobs and are motivated by the work itself. Employees with high levels of work engagement tend to be more productive than others by working harder. Therefore, committed employees are more likely to produce the results desired by both the organisation and its customers (Roberts and Davenport, 2002). At this point, organisations want their employees to be committed to their work and to be more productive (Yıluzar, 2016).

The concept of work engagement, defined as a positive, satisfying, and work-related state of mind, consists of three sub-dimensions: vigour, dedication and absorption (Schaufeli et al., 2002). The vigour dimension reflects the employee's mental resilience and high energy level while performing their job (Çakıl, 2011). The dedication dimension reflects feelings of inspiration, motivation, and high work engagement arising from the employee's work (Yıluzar, 2016). The absorption dimension refers to the employee's excessive devotion to their work, their inability to perceive how time passes while working,

and their consequent difficulty taking breaks (Turgut, 2011). The literature on work engagement indicates that this concept is associated with many variables. The relationship between work engagement and concepts such as turnover intention (Xiong and Wen, 2020), perceived role overload (Daşkin et al., 2023) and organisational creativity (Nanto and Özcan, 2024) has been examined.

Ilkhanizadeh and Karatepe (2017) found a significant relationship between career satisfaction level and work engagement level in their study. In another study, Joo and Lee (2017) found that career satisfaction and work engagement are positively related. Similarly, Ngo and Hui (2017) also concluded that there is a strong relationship between career satisfaction and work engagement. In addition to these studies, Xie et al. (2016) noted that employees' career satisfaction and career success are related to work engagement and examined this relationship within the framework of career construction theory. The second hypothesis of this study was formulated based on these findings in the literature and career construction theory.

H₂: There is a positive and significant correlation between employees' career satisfaction levels and their work engagement.

H_{2a}: There is a positive and significant correlation between employees' career satisfaction and vigour.

H_{2b}: There is a positive and significant correlation between employees' career satisfaction levels and their dedication levels.

H_{2c}: There is a positive and significant correlation between employees' career satisfaction levels and their absorption levels.

Job performance

Performance is the totality of behaviours exhibited by employees in their jobs. Job performance reflects employees' outputs, which are directly linked to the organisation's success (Anitha, 2014). According to Debusscher et al. (2016), job performance is categorised into three groups: task performance, organisational citizenship behaviour and behaviours that may harm the organisation's goals. Task performance encompasses the job description, including the goods and services produced by a business and the roles and responsibilities required for the job. Organisational citizenship behaviour is defined as the set of positive behaviours that contribute to the psychological environment of the organisation and are directed toward the organisation's goals. Behaviours that could undermine the purpose are negative behaviours that affect productivity and harm the organisation and its employees (Carpenter et al., 2021).

Internal and external factors play a decisive role in work performance. Internal factors refer to conditions that are entirely related to the employee, such as personality traits, individual expectations, and goals. External factors include organisational factors such as salary, promotion, working conditions, managers, and coworkers. However, external factors also affect internal factors (Ivancevich et al., 1990). Recent studies on job performance indicate that it is influenced by variables such as job burnout (Hirva et al., 2026), job satisfaction (Li et al., 2025), knowledge sharing (Deng et al., 2023), and leader-member exchange (Kim et al., 2021).

Anitha's (2014) study, cited in the literature, found that as employees' work engagement increased, so did their job performance. Bakker and Bal (2010) found that employees' level of work engagement significantly impacted job performance, based on the job demands-resources model. Similarly Kim (2017) concluded that as employees' levels of work engagement decrease, their job performance also decreases within the framework of the job resources model. In light of this information, the third hypothesis of the study was formulated from the perspective of the job demands-resources model:

H₃: There is a positive and significant correlation between employees' work engagement levels and their job performance.

H_{3a}: There is a positive, significant correlation between employees' vigour levels and job performance.

H_{3b}: There is a positive and significant correlation between employees' dedication levels and their job performance.

H_{3c}: There is a positive and significant correlation between employees' absorption levels and their job performance.

Methodology

The research model

Depending on the research objective, a model has been created to explain the relationship between variables visually. As shown in Figure 1, the research model posits that career satisfaction is the

independent variable, while job performance and work engagement (along with their sub-dimensions) are the dependent variables.

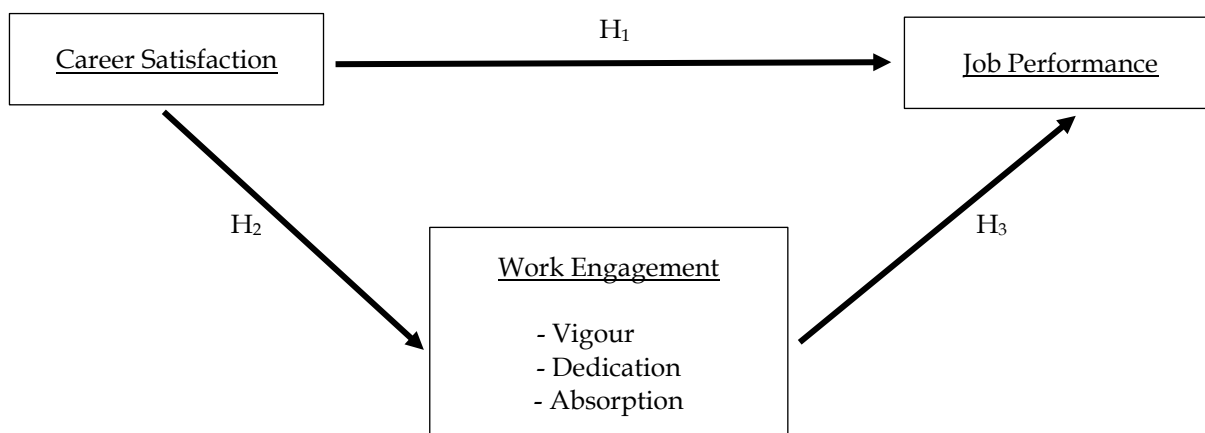


Figure 1: The Research Model

The research population and sample of the study

The research population was defined, and the sample was selected from bank employees working in the province of Muğla. This choice was made to enable the researcher to access the data more easily and quickly. The reason for selecting bank employees was the assumption that workers in this sector are more familiar with technology and can complete the online questionnaire more efficiently. According to data as of February 2026, there are 21 banks within Muğla province's borders, providing services through 175 branches (TRbanka, 2026). The research data was collected online using a questionnaire prepared by the researcher. The questionnaire form was transferred to Google Docs, and a survey link was created.

Snowball sampling was used as a non-random sampling method in the research. Using this sampling method, bank employees were asked to share the questionnaire online with their colleagues. Research data were collected from 276 volunteer participants. According to Tinsley and Kass (1979), in studies using questionnaire forms, the sample should consist of at least five times the total number of items on the scales used. Accordingly, it was determined that the sample size in the study was sufficient for statistical analysis. The demographic characteristics of the study sample are presented in Table 1.

Table 1: Demographic Characteristics of the Sample

Demographic Factors	Features	Frequency	Percentage
Gender	Female	127	46.02
	Male	149	53.98
Age	18-25	19	6.88
	26-35	105	38.04
	36-45	86	31.15
	46-55	42	15.21
	56-65	24	8.69
Marital Status	Married	157	56.88
	Single	119	43.12
Educational Level	High School Graduate	29	10.50
	Associate's Degree	32	11.59
	Bachelor's Degree	129	46.73
	Graduate Degree	86	31.15
Working Experience	0-5 years	61	22.10
	6-10 years	53	19.20
	11-15 years	67	24.27
	16-20 years	36	13.04
	Over 20 years	59	21.37

Source: Created by the author.

Looking at the demographic characteristics of the sample, 127 participants (46.02%) were female, and 149 (53.98%) were male. According to age, 19 employees (6.88%) were in the 18-25 age group, 105 employees (38.04%) were in the 26-35 age group, 86 employees (31.15%) were in the 36-45 age group, 42 employees (15.21%) were in the 46-55 age group, and 24 employees (8.69%) were in the 56-65 age group. Of the participants, 157 (56.88%) were married, and 119 (43.12%) were single. In terms of educational level, 29 people (10.50%) had a high school education, 32 people (11.59%) had an associate's degree, 129 people (46.73%) had a bachelor's degree, and 86 people (31.15%) had a graduate degree. Therefore, the sample's educational level is quite high. In terms of working years, 61 employees (22.10%) had less than 5 years of work experience, 53 employees (19.20%) worked between 6-10 years, 67 employees (24.27%) worked between 11-15 years, 36 employees (13.04%) worked between 16-20 years, and 59 employees (21.37%) worked over 20 years.

Data collection tools

Three different scales were used in this study. The scales are called the career satisfaction scale, the work engagement scale, and the job performance scale. Information about the scales used in the research is given below.

- Career Satisfaction Scale: Greenhaus et al. (1990) developed the career satisfaction scale. The career satisfaction scale was adapted into Turkish by Kızrak and Kibaroglu (2025). The necessary permissions were obtained from Kızrak and Kibaroglu, who adapted the career satisfaction scale into Turkish, to use the scale in this study. The career satisfaction scale is unidimensional and comprises 5 items. A 5-point Likert scale was used for the participants' responses. Kızrak and Kibaroglu (2025) reported a Cronbach's alpha reliability coefficient of 0.88 for the career satisfaction scale.

- Work Engagement Scale: The work engagement scale was developed by Schaufeli et al. (2006) and adapted into the Turkish language by Özkalp and Meydan (2015). The necessary permissions were obtained from Özkalp and Meydan, who adapted the work engagement scale into Turkish, to use the scale in this study. This scale consists of three dimensions: vigour (3 items), dedication (3 items), and absorption (3 items). The work engagement scale consists of 9 items. A 5-point Likert scale was used for the participants' responses. The work engagement scale's Cronbach's alpha reliability coefficient was reported as 0.83 by Özkalp and Meydan (2015).

- Job Performance Scale: Job performance scale developed by Carmeli and Freund (2004), and the adaptation of this scale into Turkish was conducted by Evren (2020). The necessary permissions were obtained from Evren, who adapted the job performance scale into Turkish for use in this study. For the five-item job performance scale, participants' responses were collected on a 5-point Likert scale. The Cronbach's alpha value for the job performance scale was reported as 0.95 by Evren (2020).

Data collection process and data analysis

An application was submitted to the Muğla Sıtkı Koçman University Ethics Committee for a research proposal. As a result of the Ethics Committee's assessment, decision number 72 accepted the researcher's request to implement the survey study. Upon approval from the Muğla Sıtkı Koçman University Ethics Committee, data collection began. Since the survey data were collected from bank employees in Muğla using snowball sampling, no information was available on the number of banks reached, the number of branches, or the type of bank (public or private). An informed consent form was provided at the beginning of the survey, and data were collected from participants anonymously and voluntarily.

The survey data were coded for analysis and entered into IBM SPSS Statistics 27. The control of outliers in the dataset and the descriptive information about the respondents were examined using SPSS. In addition, confirmatory factor analyses of the scales and path analyses testing the research hypotheses were conducted using IBM SPSS Amos 24. To reduce potential common-method bias in the study, procedural remedies were implemented before data collection (MacKenzie and Podsakoff, 2012). Clear survey instructions were developed to enhance participants' response accuracy. At the beginning of the questionnaire, the author clearly stated that there were "no correct answers" to the statements and that participants' responses would be kept anonymous. Additionally, the questionnaires were kept as short as possible, and item repetition was avoided to minimise participant distraction. Since the demographic factors used as control variables in the study were not the main focus of the research, they were not included in the analysis. Additionally, including control variables in the analysis may reduce the model's degrees of freedom, thereby weakening the validity of the results. For these reasons, demographic factors were not analysed within the scope of this study.

Findings

As part of the research, the skewness and kurtosis of the scales were calculated to test whether the dataset was normally distributed. All data obtained in the study were examined for extreme values, skewness, and kurtosis. The checks revealed that there was no missing data in the questionnaires. In the literature, skewness and kurtosis values between -2 and +2 are considered evidence that the normality assumption is met (George and Mallery, 2010). When the skewness and kurtosis of the data were examined, it was found that the questionnaire statements ranged from -2 to +2. According to the findings, the data set exhibited a normal distribution based on its skewness and kurtosis values.

To assess the fit between the theoretical structures of all scales used in the study and the empirical data, their construct validity was tested using confirmatory factor analysis. The confirmatory factor analyses were conducted using IBM AMOS 24, a program developed for structural equation modelling. This program tests the factor structures of the scales and analyses the complex relationships among variables. Additionally, reliability analyses were conducted for all scales. It is recommended to assess the construct validity of the model obtained from confirmatory factor analysis using Cronbach's Alpha (α), average variance extracted (AVE) and composite reliability (CR) values. To this end, the factor dimensions were examined. Cronbach's Alpha (α) indicates the reliability of the scale and its sub-dimensions; a value greater than 0.60 is desirable. The average variance explained (AVE) indicates the factor's explanatory power; a value of at least 0.50 is desired. On the other hand, the composite reliability (CR) measures the internal consistency of the structure, and it is recommended that this value be greater than 0.60 (Hair et al., 2009). According to Velicer and Fava (1998), the factor loadings obtained in confirmatory factor analysis should not be lower than 0.40. Henseler et al. (2015) noted that the heterotrait-monotrait ratio (HTMT) criterion is calculated by dividing the average of the correlations among all latent variables in the study by the geometric mean of the correlations specific to that variable, and that this value must be below 0.85.

First, a reliability analysis was performed for the career satisfaction scale, and the results indicated that the Cronbach's alpha (α) value for the scale was 0.918. The analysis showed that factor loadings (λ) ranged from 0.769 to 0.942. The average variance extracted (AVE) value for the career satisfaction scale was 0.722, the composite reliability (CR) value was 0.929, and the heterotrait-monotrait ratio (HTMT) was 0.523. Based on these findings, the scales demonstrate construct validity and exhibit high reliability. The final findings of the confirmatory factor analysis for the career satisfaction scale are presented in Table 2.

Table 2: Confirmatory Factor Analysis Findings of Career Satisfaction Scale

		(α)	AVE	CR	HTMT
Career Satisfaction Scale	(λ)	0.918	0.722	0.929	0.523
CS1	0.791				
CS2	0.895				
CS3	0.769				
CS4	0.942				
CS5	0.835				

Source: Created by the author.

Following confirmatory factor analysis, the modification indices were examined. Accordingly, the CFI and RMSEA fit indices fell within the good fit range. It was also determined that the χ^2/df , TLI, and SRMR fit indices were within acceptable fit ranges (Schermelleh-Engel et al., 2003). The fit indices for the career satisfaction scale model are presented in Table 3.

Table 3: Fit Index Values of Career Satisfaction Scale

Fit Indices	Fit Index Values	Good Fit Range	Acceptable Fit Range
χ^2/df	2.61	$0 \leq \chi^2/\text{df} \leq 2$	$2 \leq \chi^2/\text{df} \leq 3$
CFI	0.976	$0.97 \leq \text{CFI} \leq 1$	$0.95 \leq \text{CFI} \leq 0.97$
TLI	0.965	$0.97 \leq \text{TLI} \leq 1$	$0.95 \leq \text{TLI} \leq 0.97$
SRMR	0.077	$0 \leq \text{SRMR} \leq 0.05$	$0.05 \leq \text{SRMR} \leq 0.10$
RMSEA	0.048	$0 \leq \text{RMSEA} \leq 0.05$	$0.05 \leq \text{RMSEA} \leq 0.08$

Source: Created by the author.

Secondly, confirmatory factor analysis was conducted in the study to test the construct validity of the work engagement scale. In the subsequent reliability analysis, the Cronbach's alpha (α) value of the scale was determined to be 0.893. The analysis showed that factor loadings (λ) ranged from 0.455 to 0.936. The average variance extracted (AVE) value for the work engagement scale was 0.778, the composite reliability (CR) value was 0.912, and the heterotrait-monotrait ratio (HTMT) was 0.714. Based on these findings, the scales demonstrate construct validity and exhibit high reliability. The final findings of the confirmatory factor analysis for the work engagement scale are presented in Table 4.

Table 4: Confirmatory Factor Analysis Findings of Work Engagement Scale

		(α)	AVE	CR	HTMT
Work Engagement Scale	(λ)	0.893	0.778	0.912	0.714
WE1	0.869				
WE2	0.874				
WE3	0.923				
WE4	0.936				
WE5	0.897				
WE6	0.825				
WE7	0.866				
WE8	0.541				
WE9	0.455				

Source: Created by the author.

Following confirmatory factor analysis, the model fit indices were examined. It was observed that the χ^2/df and TLI fit indices fell within the good fit range. It was also determined that the CFI, SRMR, and RMSEA fit indices fell within acceptable ranges (Schermelleh-Engel et al., 2003). The fit index values for the work engagement scale model are presented in Table 5.

Table 5: Fit Index Values of Work Engagement Scale

Fit Indices	Fit Index Values	Good Fit Range	Acceptable Fit Range
χ^2/df	1.87	$0 \leq \chi^2/df \leq 2$	$2 \leq \chi^2/df \leq 3$
CFI	0.968	$0.97 \leq CFI \leq 1$	$0.95 \leq CFI \leq 0.97$
TLI	0.991	$0.97 \leq TLI \leq 1$	$0.95 \leq TLI \leq 0.97$
SRMR	0.079	$0 \leq SRMR \leq 0.05$	$0.05 \leq SRMR \leq 0.10$
RMSEA	0.065	$0 \leq RMSEA \leq 0.05$	$0.05 \leq RMSEA \leq 0.08$

Source: Created by the author.

In the third and final stage, a confirmatory factor analysis was conducted on the job performance scale. In the subsequent reliability analysis, the Cronbach's alpha (α) value of the job performance scale was determined to be 0.933. The factor loadings (λ) ranged from 0.792 to 0.923. The average variance extracted (AVE) value for the job performance scale was 0.761, the composite reliability (CR) value was 0.943, and the heterotrait-monotrait ratio (HTMT) was 0.497. Based on these findings, the scales demonstrate construct validity and exhibit high reliability. The final findings of the confirmatory factor analysis for the job performance scale are presented in Table 6.

Table 6: Confirmatory Factor Analysis Findings of Job Performance Scale

		(α)	AVE	CR	HTMT
Job Performance Scale	(λ)	0.933	0.761	0.943	0.497
JB1	0.792				
JB2	0.915				
JB3	0.923				
JB4	0.862				
JB5	0.878				

Source: Created by the author.

Following the confirmatory factor analysis, the fit indices were examined. At this point, it was determined that the CFI and SRMR fit index values fell within the good fit range. It was also found that the χ^2/df , TLI, and RMSEA fit indices were within acceptable limits (Schermelleh-Engel et al., 2003). The fit index values for the job performance scale model are presented in Table 7.

Table 7: Fit Index Values of Job Performance Scale

Fit Indices	Fit Index Values	Good Fit Range	Acceptable Fit Range
χ^2/df	2.72	$0 \leq \chi^2/df \leq 2$	$2 \leq \chi^2/df \leq 3$
CFI	0.977	$0.97 \leq CFI \leq 1$	$0.95 \leq CFI \leq 0.97$
TLI	0.969	$0.97 \leq TLI \leq 1$	$0.95 \leq TLI \leq 0.97$
SRMR	0.042	$0 \leq SRMR \leq 0.05$	$0.05 \leq SRMR \leq 0.10$
RMSEA	0.071	$0 \leq RMSEA \leq 0.05$	$0.05 \leq RMSEA \leq 0.08$

Source: Created by the author.

The findings from the confirmatory factor analysis of the career satisfaction scale, work engagement scale and job performance scale used in the study are presented collectively in Table 8. This table clearly shows the factor loadings (λ), Cronbach's alpha values (α), average variance extracted (AVE) values, composite reliability (CR) values, heterotrait-monotrait ratio (HTMT) values and fit index values for each scale.

Table 8: Findings of Confirmatory Factor Analysis for the Scales

		(α)	AVE	CR	HTMT
Career Satisfaction Scale	(λ)	0.918	0.722	0.929	0.523
CS1	0.791				
CS2	0.895				
CS3	0.769				
CS4	0.942				
CS5	0.835				
Fit Index Values: χ²/df: 2.61; CFI: 0.976; TLI: 0.965; SRMR: 0.077; RMSEA: 0.048					
		(α)	AVE	CR	HTMT
Work Engagement Scale	(λ)	0.893	0.778	0.912	0.714
WE1	0.869				
WE2	0.874				
WE3	0.923				
WE4	0.936				
WE5	0.897				
WE6	0.825				
WE7	0.866				
WE8	0.541				
WE9	0.455				
Fit Index Values: χ²/df: 1.87; CFI: 0.968; TLI: 0.991; SRMR: 0.079; RMSEA: 0.065					
		(α)	AVE	CR	HTMT
Job Performance Scale	(λ)	0.933	0.761	0.943	0.497
JB1	0.792				
JB2	0.915				
JB3	0.923				
JB4	0.862				
JB5	0.878				
Fit Index Values: χ²/df: 2.72; CFI: 0.977; TLI: 0.969; SRMR: 0.042; RMSEA: 0.071					

Source: Created by the author.

Before testing the hypotheses formulated based on the research objective, the direction and strength of the correlation among the variables of career satisfaction, work engagement and job performance were examined. As a result of the correlation analysis, a significant, positive correlation ($r = 0.612$; $p < 0.001$) was found between career satisfaction and job performance variables. A positive and significant correlation ($r = 0.322$; $p < 0.001$) was found between the career satisfaction and work engagement variables. Similarly, a positive and significant correlation ($r = 0.541$; $p < 0.001$) was identified between the work engagement and job performance variables. Table 9 presents the fit index values for the structural equation model (SEM). According to these results, the CFI value is within the "good fit range", while the χ^2 /df, TLI, SRMR, and RMSEA values are within the "acceptable fit range". Based on these values, the structural model is validated.

Table 9: Fit Index Values of the Structural Equation Model

Fit Indices	Fit Index Values	Good Fit Range	Acceptable Fit Range
χ^2 /df	2.56	$0 \leq \chi^2/\text{df} \leq 2$	$2 \leq \chi^2/\text{df} \leq 3$
CFI	0.971	$0.97 \leq \text{CFI} \leq 1$	$0.95 \leq \text{CFI} \leq 0.97$
TLI	0.968	$0.97 \leq \text{TLI} \leq 1$	$0.95 \leq \text{TLI} \leq 0.97$
SRMR	0.059	$0 \leq \text{SRMR} \leq 0.05$	$0.05 \leq \text{SRMR} \leq 0.10$
RMSEA	0.062	$0 \leq \text{RMSEA} \leq 0.05$	$0.05 \leq \text{RMSEA} \leq 0.08$

Source: Created by the author.

Following the correlation analyses, path analyses were conducted to test the research hypotheses, which were formulated to examine the relationships among career satisfaction, work engagement, and job performance. At this stage, the relationship between the career satisfaction variable and the job performance variable, as well as the relationships between the job performance variable and the three sub-dimensions of work engagement, were examined. In addition, the relationships between the sub-

dimensions of the work engagement variable and the job performance variable were also analysed. The hypotheses were tested at a %95 confidence interval (CI) using t-values (± 1.96), and the strength of the relationships between variables was assessed using standardised path coefficients (β). The standardised path coefficient indicates the strength of one variable's influence on another. It is classified as low if $\beta < 0.10$ and acceptable if $\beta > 0.10$ (Kline, 2016).

Table 10: Path Analysis Results for the Structural Equation Model

Structural Pathways	Standardised Path Coefficient (β)	Standard Error (SE)
Career Satisfaction $\rightarrow$ Job Performance	0.52	0.059
Career Satisfaction $\rightarrow$ Vigour	0.56	0.058
Career Satisfaction $\rightarrow$ Dedication	0.61	0.064
Career Satisfaction $\rightarrow$ Absorption	0.51	0.042
Vigour $\rightarrow$ Job Performance	0.24	0.071
Dedication $\rightarrow$ Job Performance	0.07	0.083
Absorption $\rightarrow$ Job Performance	0.17	0.122

Source: Created by the author.

According to the path analysis, employees' career satisfaction levels have a strong, positive relationship with job performance ($\beta = 0.52$; $p < 0.05$). Consequently, the results indicated that H_1 is supported. It was determined that employees' career satisfaction levels have strong, positive correlations with the vigour ($\beta=0.56$; $p<0.05$), dedication ($\beta=0.61$; $p<0.05$), and absorption ($\beta=0.51$; $p<0.05$) dimensions of work engagement. At this point, the results indicate that H_2 is also supported. It was found that the vigour dimension ($\beta=0.24$; $p<0.05$) and the absorption dimension ($\beta=0.17$; $p<0.05$) of work engagement have a positive, moderate relationship with employees' job performance. On the other hand, the dedication dimension of work engagement ($\beta = 0.07$) does not have a significant relationship with employees' job performance. For this reason, it was concluded that H_3 is partially accepted. The hypothesis tests and their results are presented in Table 11.

Table 11: Results of Hypothesis Tests

Hypothesis	Result
H_1 : There is a positive and significant correlation between employees' career satisfaction levels and their job performance.	Accepted
H_2 : There is a positive and significant correlation between employees' career satisfaction levels and work engagement levels.	Accepted
H_{2a} : There is a positive and significant correlation between employees' career satisfaction and vigour.	Accepted
H_{2b} : There is a positive and significant correlation between employees' career satisfaction levels and their dedication levels.	Accepted
H_{2c} : There is a positive and significant correlation between employees' career satisfaction levels and their absorption levels.	Accepted
H_3 : There is a positive and significant correlation between employees' work engagement levels and their job performance.	Partially accepted
H_{3a} : There is a positive, significant correlation between employees' vigour levels and job performance.	Accepted
H_{3b} : There is a positive and significant correlation between employees' dedication levels and their job performance.	Rejected
H_{3c} : There is a positive and significant correlation between employees' absorption levels and their job performance.	Accepted

Source: Created by the author.

Conclusion and discussion

Employees' performance in work processes is regarded as a crucial factor in an organisation's ability to create sustainable competitive advantage (Srividya, 2023). Various factors influence employee performance, which is a key determinant of an organisation's efficiency and success. This study examines the relationships among employees' career satisfaction levels, dimensions of work engagement, and job performance within the frameworks of career construction theory, the job

demands-resources model, and social exchange theory. The research process revealed that employees' career satisfaction levels are positively and significantly related to their job performance. This finding supports the results of previous studies (Faremi and Jita, 2019; Nguyen et al., 2021; Nisar and Rasheed, 2020; Trivellas et al., 2015). Consequently, identifying employees' career goals, developing supportive policies aligned with their career expectations, and presenting them with career options related to their goals are key elements organisations should consider. This finding highlights the importance of human resources practices that address employees' career expectations, particularly in the banking sector, which prioritises employee performance and customer satisfaction.

The study examined the relationship between employees' levels of career satisfaction and their levels of work engagement. The findings revealed significant positive correlations between employees' career satisfaction and the dimensions of work engagement. This result aligns with findings from previous studies (Ilkhanizadeh and Karatepe, 2017; Joo and Lee, 2017; Ngo and Hui, 2017) examining the relationship between these two variables. According to this finding, when employees' career expectations are met, their work engagement increases. Consequently, organisations' implementation of career planning in line with employees' expectations may positively influence work engagement levels and, in turn, productivity and performance outcomes (Saks et al., 2022). Furthermore, employees whose career expectations are met are likely to make positive contributions to customer satisfaction. The fact that this situation could create a competitive advantage, particularly in the banking sector where loyal customers are crucial, should not be overlooked (Chiguvi and Guruwo, 2017). In addition to these, one could consider evaluating human resources management practices closely related to the banking sector, such as transparent promotion criteria, career development interviews, training pathways, coaching, internal mobility, and workload management.

The concept of work engagement, defined as employees' integration with the work they perform, refers to a high level of focus on work processes and employees' ability to fulfil their duties and responsibilities thoroughly (Roberts and Davenport, 2002). The study examined the relationship between employees' levels of work engagement and their job performance. The findings within the scope of the research revealed that the vigour and absorption dimensions of work engagement have a positive, statistically significant impact on employees' job performance. The concepts of vigour, which refer to employees demonstrating high energy whilst performing their work, and absorption, which emphasise employees performing their work with high motivation, contribute positively to job performance. On the other hand, the dedication dimension of work engagement showed no statistically significant correlation with employees' job performance. Based on the sample in this study, it has emerged that the vigour and absorption dimensions of work engagement significantly influence bank employees' job performance. It has been determined that the dedication dimension of work engagement, however, is unrelated to bank employees' job performance.

Studies in the literature that examine work engagement as a single dimension (Bakker, 2011; Breevaart et al., 2015; Wang et al., 2015) emphasise that work engagement is positively and significantly related to job performance. However, in the limited number of studies examining the effects of the sub-dimensions of the concept of work engagement on job performance (Bakker et al., 2012; Corbeanu and Iliescu, 2023), all three dimensions have been found to correlate significantly with job performance. The lack of a significant relationship between the dedication dimension of work engagement and employees' job performance in this study suggests that bank employees do not associate their job performance with taking pride in their work or being creative. This finding may stem from multicollinearity among work engagement dimensions, measurement issues, norms for the banking sector or the nature of self-rated performance measures. Furthermore, the constant expectation of high performance from employees in the banking sector may have led to a reduction in pride in their work and to neglect of the dedication dimension.

Limitations and recommendations

This study, which examines the relationships among career satisfaction, work engagement, and job performance among employees in the banking sector, has certain limitations. Whilst this study has addressed the relationships among these three variables, other independent variables beyond career satisfaction that may influence job performance and work engagement could also be considered. In this regard, concepts such as employees' perceptions of organisational justice, perceived organisational support and organisational citizenship – which are thought to influence the work engagement variable and its sub-dimensions – could be addressed in future studies.

Variables such as strategic human resource management, work-life balance and life satisfaction, which are thought to influence employees' levels of career satisfaction, could be investigated in different

studies. Additionally, the variables examined in this study and the relationships shown in the research model could be explored across different sectors and occupational groups. As noted earlier, the sample is non-random and is limited to a specific geographic area such as Muğla. Therefore, it may not be possible to generalise the findings of this study to all bank employees in Turkey. Other limitations of this study include its cross-sectional design, data collection from a single region, reliance on self-reports to measure job performance, and potential common-method bias.

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