



A study on mentoring functions of managers as a predictor of job satisfaction levels of healthcare professionals*

Sağlık çalışanlarının iş doyum düzeylerinin yordayıcısı olarak yöneticilerin mentorluk fonksiyonları üzerine bir araştırma

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Abstract

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Purpose: The study aims to contribute to the management systems and literature by determining whether the mentoring functions of health managers predict the employees' job satisfaction levels.

Material and Method: Mentoring Functions and Job Satisfaction Scales were used as data collection tools. The research universe consisted of health personnel working under the Istanbul Provincial Health Directorate Public Hospitals Presidency-4. The scales were applied to 711 healthcare workers via the web survey application module. SPSS 22.0 and AMOS 24.0 programs belonging to the IBM company were used in the statistical analysis of the article. Descriptive statistics were evaluated as categorical variables as number and percentage, numerical variables as mean and standard deviation. Cronbach Alpha Test and Exploratory Factor Analysis for reliability tests; Pearson product-moment Correlation Coefficient was used to determine the relationships between variables, and the Multiple Linear Regression Analysis test was used to examine the predictor variables. The statistical alpha significance level was accepted as $p < 0.05$.

Results: It was determined that there was a positive and significant relationship between the mentoring functions and job satisfaction perceptions of the healthcare professionals participating in the study ($p < 0.001$). It has been determined that there is a positive and significant relationship between the career development mentoring function and the psychosocial mentoring function of the healthcare professionals. The perceptions of internal and external job satisfaction and the positive mentoring functions of the managers are a predictor of the employees' job satisfaction levels. A positive and significant relationship was found between career development mentoring function and internal job satisfaction. The perception of Career Development Mentoring Function was found to be significantly higher in the employees working in the Training and Research Hospital compared to those working in the State Hospital. The perception of Career and Psychosocial Mentoring Function was found to be significantly higher in doctors than in other occupational groups. External Job Satisfaction According to the hospital employees, it was significantly higher in physicians compared to health licensees and nurses ($p < 0.001$).

Conclusion: It is stated that bringing the mentoring functions of the health managers to the fore will increase the job satisfaction of the employees and that the high job satisfaction in the institutions will increase the self-confidence, morale and performance of the employees; It is thought that it will make institutions more efficient by solving problems such as absenteeism and leaving work due to illness, stress, tension, anxiety, complaints.

Keywords: Mentor, Mentoring Functions; Job Satisfaction, Health Worker, Health Manager

Jel Codes: M52, M31, E24

Öz

Amaç: Çalışmada, sağlık yöneticilerinin sergilemiş mentorluk fonksiyonlarının çalışanların iş doyum düzeylerinin yordayıcısı olup olmadığını belirleyerek, ortaya çıkan sonuçlarla yönetim sistemleri ve yazına katkı sağlamak amaçlanmıştır.

Gereç Yöntem: Veri toplama aracı olarak, Mentorluk Fonksiyonları Ölçeği ve İş Doyum Ölçeği kullanılmıştır. Araştırmanın evrenini İstanbul İl Sağlık Müdürlüğü Kamu Hastaneleri Başkanlığı-4'e bağlı çalışan sağlık personelleri oluşturmuştur. Ölçekler, 711 sağlık çalışanına web anket uygulama modülü üzerinden uygulanmıştır. Makalenin istatistiksel analizinde IBM şirketine ait SPSS 22.0 ve AMOS 24.0 programları kullanılmıştır. Tanımlayıcı istatistikler kategorik değişkenler sayı ve yüzde, sayısal değişkenler ortalama, standart sapma olarak değerlendirilmiştir. Güvenilirlik testleri için Cronbach Alpha Testi ve Açıklayıcı Faktör Analizi; değişkenler arası ilişkilerin belirlenmesinde Pearson Momentler Çarpımı Korelasyon Katsayısı ile yordayıcı değişkenlerin incelenmesinde Çoklu

Doğrusal Regresyon Analiz testi uygulanmıştır. İstatistiksel alfa anlamlılık seviyesi $p<0,05$ olarak kabul edilmiştir.

Bulgular: Araştırmaya katılan sağlık çalışanlarının mentorluk fonksiyonları ve iş doyum algıları arasında pozitif yönlü ve anlamlı ilişki olduğu saptanmıştır ($p<0,001$). Sağlık çalışanlarının kariyer geliştirme mentorluk fonksiyonu ile psikososyal mentorluk fonksiyonunu ve içsel iş doyumunu ile dışsal iş doyumunu algıları arasında pozitif yönlü ve anlamlı ilişki olduğu yöneticilerin olumlu mentorluk fonksiyonlarının çalışanların iş doyum düzeyleri üzerinde yordayıcı olduğu tespit edilmiştir. Kariyer geliştirme mentorluk fonksiyonu ile içsel iş doyumunu arasında pozitif yönlü anlamlı ilişki tespit edilmiştir. Kariyer Geliştirme Mentorluk Fonksiyonu algısı Eğitim ve Araştırma Hastanesinde çalışanlarda Devlet Hastanesinde çalışanlara göre anlamlı yüksek bulunmuştur. Kariyer ve Psikososyal Mentorluk Fonksiyonu algısı doktorlarda diğer meslek gruplarına göre anlamlı yüksek saptanmıştır. Dışsal İş doyumunu Başkanlık çalışanlarında hastanelerde çalışanlara göre; hekimlerde sağlık lisansiyerleri ve hemşirelere göre anlamlı seviyede yüksek tespit edilmiştir ($p<0,001$).

Sonuç: Sağlık yöneticilerinin mentorluk fonksiyonlarını ön plana çıkartmasının çalışanların iş doyumunu arttıracığı, kurumlarda iş doyumununun yüksek olmasının da, çalışanların kendine olan güvenini, moralini, performansını arttıracığı; hastalık, stres, gerginlik, kaygı, şikâyet gibi nedenlerle işe gelmeme ve işten ayrılma gibi sorunları çözülerek kurumları daha verimli hale getireceği düşünülmektedir.

Anahtar Kelimeler: Mentor, Mentorluk Fonksiyonları; İş Doyumu, Sağlık Çalışanı, Sağlık Yöneticisi

JEL Kodları: M52, M31, E24

Introduction

Mentoring for healthcare businesses; It is a tool that enables the health manager to delegate his duties correctly, work more efficiently and effectively, increase his productivity and manage both individual and team performance. Health businesses must use advanced technology, employ many professionals and meet individuals' needs. In recent years, with the development of information technologies, it has become necessary to use new tools and techniques for sound management of health enterprises, as in every field. Recent radical changes in the health system in our country have also caused significant changes in health management. (Vardalier P., 2016) After the Decree-Law No. 663 on the Organization and Duties of the Ministry of Health and its Affiliates, published in the Official Gazette in 2011, a new structure was created for health management positions. Accordingly, a mixed managerial situation emerged in health management. To colleagues who guide, contribute, teach, provide feedback when necessary, and share their experience and knowledge for health management in such an environment; In other words, it has emerged that mentor health managers are needed.

The study aimed to determine the level of predicting health workers' job satisfaction by the Mentoring Functions exhibited by health managers. For this purpose, research has been carried out in the literature. A study by Erdem D, Atçı H, Akan B, Albayrak D, Gökçınar D, Göğüş N 2010 on assistant physicians of the Department of Anesthesiology and Reanimation, It was aimed to determine whether the burnout, job satisfaction, work-related tension and work-related anxiety status of the residents before, during and after the study changed. The work-related tension scale means score at the end of the working period was higher than the work-related tension scale mean score at the beginning, and the difference was significant. In the study, it has been shown that there is a direct relationship between the work experience of the employee and job satisfaction (Erdem D. et al., 2010). Researcher Eröz's study, titled "The Effect of School Principals' Mentoring Functions on Teachers' Job Satisfaction" in 2019, has determined that mentoring functions' effect on teachers' job satisfaction is positive. Also, it submits that the effect of school principals' mentoring functions on teachers' job satisfaction does not differ according to gender, educational status, professional seniority and working time. (Eroz, 2019) Our country has conducted many academic studies on mentoring and job satisfaction. Still, the number of studies in the field of health management in which the relevant variables are evaluated together has been limited.

The Covid 19 Pandemic process, which affects the whole world, has increased healthcare professionals' workload. In this process, it is thought that the managers' use of mentoring functions will effectively determine health workers' problems and the factors affecting them and produce solutions. Furthermore, it is thought that high job satisfaction in institutions will increase the self-confidence, morale, performance and productivity of the employees and increase the satisfaction levels by reducing the levels of illness, stress, tension, anxiety, complaints, absenteeism and turnover. First, the theoretical framework was drawn for the variables based on the purpose determined in the research and the drawn pattern. Afterwards, hypotheses were formed to test the research questions, and modelling was carried out to investigate the effects of career development and psychosocial mentoring functions of health managers on employees' internal and external job satisfaction.

The theoretical framework of mentoring concept

The origin of the concept of "mentor" is based on Greek mythology. Mentoring; is when a person with helpful experience, knowledge, skill, or expertise guides the development of another – contributing to personal or professional development by giving advice, guidance and information. Mentor, the name of a mythological hero, is a close friend of Odysseus. Odysseus entrusts his son Telemachus to his friend Mentor and asks him to teach his son everything he knows. The Mentor, on the other hand, goes beyond telling Telemachus everything he knows and supports Telemachus to chart his path and question his decisions. Thus, the word '**Mentor**' has been passed down to the present day as a mentor, a guide (*Rustgi ve Hecht 2011*). A mentor or advisor is a person who helps people in a relationship learn to maximize their potential. Here, among the people in the relationship, those with more knowledge and experience mentor the person with less knowledge and experience. An ideal mentor, like a patient listener and observer, should help clients achieve their goals (*Chung,2012*). The concept of mentoring is among the subjects that need to progress in parallel to all processes of medical education and specialization training (*Aslan ve Odabaşı, 2013*). People who want to reach certain places in their career and who just started a job, even if they have received an excellent education, need a guide who will support them in adapting and orientation. In this process, setting off with an expert mentor is the assurance of success. Managers can teach their employees what to do and what not to do, but it is seen that the employees cannot fulfil the given task as desired.

Kram examined the mentor functions necessary to contribute to the mentee's professional and personality development process by gathering them under two main headings: "career" and "psychosocial" functions. (Aslan ve Odabaşı, 2013).

Career Functions Thanks to the career functions of the mentee working in the institution, he learns the working style and order of the institution. He/she, thus, makes progress in evaluating the opportunities. He emphasized that career functions can manifest themselves in different ways as an instrumental aid used to support the start and progress of the profession. For a mentee, while trying to show up himself in the institution, being supported by a mentor is essential (Kram and Isabella, 1985). According to Kram, career functions are; support, challenge, coaching, protection and visibility. While the mentor provides visibility and recognition by introducing the mentee to the other colleagues and creating a chance for him to prove himself, support can sometimes take the form of a challenge. Coaching also reveals the mentee and colleagues' advice to increase productivity and professionalism (Kram and Isabella, 1985; Erdem and Özen, 2002). Finally, to ensure that the mentee will behave by the corporate culture, the mentor prevents the emergence of a possible discrediting situation by being protective.

Psychosocial Functions It prepares the mentee to gain self-confidence, competence and dominance in the management team, which increases various elements in supporting career development. Psychosocial functions, like career functions, include diversity (Kram and Isabella, 1985), emphasizing that the mentee, a manager candidate, will contribute positively to both his career and psychosocial qualities with his mentoring work via role modelling, and acceptance and approval, counselling and friendship.

Conceptual framework of the concept of job satisfaction

In the most general sense, job satisfaction is defined as an individual's attitude towards his/her job. Although there is no direct relationship between job satisfaction and productivity, the indirect effects of dissatisfaction (such as stress and group cohesion) make the results of job dissatisfaction significant (Kutani and Mesci, 2010).

There are many definitions for job satisfaction. Maybe the best among all these is; rather than working conditions, wages, promotion opportunities, colleagues, leadership styles, the managerial approach of the organization, organizational environment, work-related values; such as communication channels and models within the organization, the '**job itself**'. The assessments of values may differ between the employee and the organization. Therefore, job satisfaction has two dimensions; internal and external job satisfaction (Çam et al. 2005).

Intrinsic Job Satisfaction consists of items related to satisfaction related to the intrinsic nature of the job, such as success, recognition, appreciation, the job itself and its responsibility, and job change due to promotion. Intrinsic job satisfaction is defined as individuals' beliefs that they are responsible for matters affecting their work-related lives and the satisfaction they obtain. External Job Satisfaction consists of elements; the work environment such as business policy and management, the mode of controlling the business, the manager, working conditions and relations with subordinates, working conditions and wages. External job satisfaction, on the other hand, is the perception of individuals that external factors such as luck, fate, and other people are determinants rather than themselves in the events that affect their work-related lives.

One of the fundamental reasons health institution employees can be successful, satisfied and productive is job satisfaction. All employees desire to improve their working conditions and meet business life's economic, psychological and social needs. As long as these needs of the employees are met in the institutions where they work, they are satisfied with their jobs (Başaran, 2005).

Job satisfaction is the general name of pleasure and positive emotions. The employee describes as a result of work or business life evaluation. The measure of the pleasure or positive emotion felt by the employee expresses the degree of satisfaction he gets from the job. When this situation is the opposite, the employee's job dissatisfaction comes into question (Duxbury et al. 1984). Job satisfaction is expressed as an emotional response that the employee develops due to his evaluation of his job and work environment. It is also expressed as the level of meeting the employees' physical, mental and social needs in the direction of expectations. (Barutçugil, 2004). Therefore, job satisfaction can be expressed as the feeling experienced by the employee as a result of feeling that the work he/she does and the gains he/she obtains in return are compatible with the needs and individual value judgments or allow them to overlap (Özdemir, 2006). If the job is compatible with the individual's needs and individual value judgments, it can be said that there is job satisfaction. In addition, job satisfaction is related to the

attitudes developed towards various characteristics of the job and the extent to which the achievements meet the expectations.

Job satisfaction is related to the satisfaction or dissatisfaction of employees with their jobs. While the person's satisfaction with his/her job indicates job satisfaction, the person's dissatisfaction with his/her job explains job dissatisfaction (Tengilimoğlu, 2005). The high job satisfaction of the person also shows that the person loves his/her job and values his/her job positively. Factors affecting job satisfaction; can be grouped as individual and organizational factors. Gender, age, education level, professional position, professional seniority, character, intelligence, years of service, marital status and similar factors are among the individual factors affecting job satisfaction. The factors related to the organization are the nature of the job, management style, control type, organizational communication, development and promotion opportunities, competition, organizational climate, working conditions, social appearance and similar factors (Allen et al. 2004). Working life provides employees with work-related experiences, and as a result of these experiences, a mental and emotional attitude towards the person's work develops (Sencan et al., 2013). Employees with low job satisfaction may display behaviours such as avoiding work, leaving work early, coming to work late, getting sick reports very often, long tea breaks, decrease in productivity, increase in mistakes, and insensitivity (Yıldırım, 2007). Studies show that high job satisfaction increases employees' self-confidence, morale, performance and productivity; and decreases disease, stress, tension, anxiety, complaints, absenteeism and turnover (Gedik et al., 2009). Job satisfaction is one of the most fundamental reasons healthcare professionals can be successful and productive in their work. For those willing to receive quality and effective health care, healthcare providers must have job satisfaction within their institutions.

Materials and methods

Purpose: The study aims to determine the level of predicting health workers' job satisfaction by the Mentoring Functions exhibited by health managers. In line with the determined purpose, literature research was conducted, the conceptual framework of the subject was drawn, and studies on related subjects were scanned. The following question index was created within the study and research scope.

1. What is the level of mentoring perceptions of the healthcare professionals who constitute the research sample regarding their managers?
2. What are health workers' internal and external job satisfaction levels?
3. Is there a relationship between the mentoring functions of health managers and the internal and external job satisfaction levels of health workers?
4. Do the factual characteristics of health workers make a difference in the managers' perception levels of the mentoring functions and their job satisfaction levels? Such as; demographic variables such gender, age, marital status, education level, job title, working time in the profession, working time in the institution, type of institution they work in, etc.

Within the scope of these questions, the research hypotheses were determined to determine the relationships between Career Development and Psychosocial Mentoring Functions and Internal and External Job Satisfaction Levels.

H₁: Health administrators' display of career development mentoring and mentoring functions significantly affects health workers' internal job satisfaction levels.

H₂: Health administrators' display of career development mentoring and mentoring functions significantly affects health workers' external job satisfaction levels.

H₃: Health administrators exhibit psychosocial mentoring, and mentoring functions significantly affect health workers' internal job satisfaction levels.

H₄: Health managers exhibit psychosocial mentoring, and mentoring functions significantly affect health workers' external job satisfaction levels.

“Mentoring Functions Scale”, which was developed by Noe in 1988 and translated into Turkish by İbrahimoğlu, Uğurlu and Kızıloğlu in 2011, was used to collect the data of the research. The validity and reliability of the scale, which researcher Uğur Özalp made, consists of 29 questions, all of which are positive. Regarding the Job Satisfaction Scale, Chen. et al.'s (2015) Job Rotation and Internal Marketing for Increasing Job Satisfaction and Organizational Commitment in Hospital Nursing Staff, the validity and reliability of the Job Satisfaction Scale, which Researcher Vesile Özçifçi studied, was used. The study was conducted by the principles of the Declaration of Helsinki. Furthermore, the ethics committee's

approval was obtained from the Social and Human Sciences Ethics Committee of the Atatürk University Rectorate.

Sample: The study population consisted of Istanbul Provincial Health Directorate Public Hospitals Directorate-4 employees and affiliated institutions between 2020-2021. Permission was obtained from the Research, Printed Publication, Announcement Content Evaluation Commission of the Health Services Presidency of the relevant institution for the implementation of the study. The population was calculated by taking the data from the Basic Health Statistics Module of the Ministry of Health. (N:11.806) The prepared questionnaire was applied to 711 people who voluntarily agreed not to participate in the research.

Method: SPSS 15.0 for Windows program was used to analyse the data. Descriptive statistics; numbers and percentages for categorical variables, and mean and standard deviation for numerical variables are given. In order to measure the reliability of the scales, the Cronbach Alpha Reliability Test and Exploratory Factor Analysis were performed. In addition, Pearson Product-Moment Correlation Coefficient was used to determine the relationships between the variables, and Multiple Linear Regression Analysis was used to analyze the predictive variables. The statistical alpha significance level was accepted as $p < 0.05$.

Findings

Demographic analysis

Information about the demographic and factual characteristics of 711 health workers participating in the study is summarized in Table 1.

Table 1: Demographic Analysis

Variable	Category	F	%	Variable	Category	F	%
Gender	Male	273	38,4	Working Time in the Institution	0-1 Year	53	7,5
	Female	438	61,6		1-5 Years	268	37,7
Marital status	Not Married	268	37,7		6-10 Years	184	25,9
	Married	443	62,3		11-20 Years	145	20,4
Number of children	N/A	319	44,9		21 Years and Above	61	8,6
	1	143	20	Institution Type	Training and Research Hospital	453	63,7
	2	202	28,5		Public Hospital	151	21,2
	3 and over	47	6,6		Presidential	107	15
Education	Secondary ducation	126	17,7	Task	Doctor	147	20,7
	Associate degree	115	16,2		Nurse /Midwife	179	25,1
	Licence	218	30,7		Undergraduate	21	3
	Degree	166	23,3		Healthcare technician	75	10,6
	Doctorate	86	12,1		Administrative Staff	43	6,1
Age	18-23	15	2,1		Technical Staff	9	1,3
	24-30	193	27,1		Permanent Worker	188	26,4
	31-37	181	25,5		Other	49	6,9
	38-44	179	25,2				
	45 and over	143	20,1				
Working Time in the Profession	0-1 Year	22	3,1				
	1-5 Years	161	22,6				
	6-10 Years	175	24,6				
	11-20 Years	191	26,9				
	21 Years and Above	162	22,8				

In the study, 711 people were assessed. Out of 711, 21% were physicians, 25.1% were nurses/ midwives, and 26.4% were permanent workers. 62% of the health workers participating in the study are women, 62% are married, 45% have no children, 65% and above have at least a Bachelor's degree, 75% are between 24-44 years old, and nearly 50% are six years old. He has been working in the profession for 20 years. In addition, 63.7% of the participants work in the Training and Research Hospital, 21.3% in the State Hospital, and 15% in the Presidency units.

Mentoring functions scale findings

The descriptive statistics and exploratory factor analysis results of the Mentoring Functions Scale and its sub-dimensions are shown in Table 2.

Table 2: Findings of the Mentoring Functions Scale

			\bar{x}	SS
Career Development Mentoring Function			3,26	0,95
Supporting			3,01	1,16
Coaching			3,29	0,99
Protection			3,35	1,01
Challenging Missions			3,26	1,09
Visibility			3,24	0,97
Psychosocial Mentoring Function			3,27	0,90
Friendship			3,01	1,08
Being a Role Model			3,20	0,96
Consultancy			3,32	0,99
Acceptance Confirmation			3,41	0,93
Career Development Mentoring Function Scale				
KMO and Bartlett's Test			0,967	
Barlett's Test of Sphericity			chi square	11475,736
			S.d	91
			p	<0,001
Component	Eigenvalues	Explained variance	Total Variance	Cronbach Alpha
1 (Factor Load between 0.810 and 0.912)	10,429	74,492	74,492	0,973
Psychosocial Mentoring Function Scale				
KMO and Bartlett's Test			0,964	
Barlett's Test of Sphericity			chi square	10123,510
			S.d	105
			p	<0,001
Component	Eigenvalues	Explained variance	Total Variance	Cronbach Alpha
1 (Factor Loading 0.662 to 0.897)	10,053	67,017	67,017	0,964

The Career Development Mentoring Function Scale was reliable because each item's total score correlation was higher than 0.30. A Cronbach Alpha coefficient of 0.973 is considered high reliability throughout the scale. The KMO sample adequacy criterion (.967) shows the condition of applying descriptive factor analysis to the research data and the degree of globality. (Barlett's Test of Globality = 11475,736; $p < 0.001$) It indicates that sufficient significant factors can be obtained from the research data. In the explanatory factor analysis, no expression was excluded from the analysis since there was no expression with a factor load below 0.40. The factor loads of the related items are between 0.810 and 0.912. While explaining 74,492% of the variance of the Career Development Mentoring Function Scale factor, it has an eigenvalue of 10,429. The items obtained according to the analysis results support the items in the original questionnaire.

It was reliable because the total score correlation of each item in the Psychosocial Mentoring Function Scale was higher than 0.30. A Cronbach Alpha coefficient of 0.964 is considered high in reliability throughout the scale. The KMO sample adequacy criterion (.964) shows the condition of applying descriptive factor analysis to the research data and the degree of globality. (Barlett's Test of Globality = 10123.510; $p < 0.001$) It indicates that sufficient significant factors can be obtained from the research data. In the explanatory factor analysis, no expression was excluded from the analysis since there was no expression with a factor load below 0.40. The factor loads of the items related to the Psychosocial Mentoring Function Scale were between 0.662 and 0.897. In contrast, the factor of the function explained 67.017% of the total variance and had an eigenvalue of 10.053.

The results of the Confirmatory Factor Analysis Regarding the Mentoring Functions Scales are shown in Table 3.

Table 3: Confirmatory Factor Analysis of Mentoring Functions Scales

Dimensions	Subdimensions	B	Standardize B	Standard Error	t	p	R ²	
Career Development	Supporting	1,062	0,940	0,017	61,329	0,000**	0,883	
	Coaching		0,946	0,932	0,016	60,736	0,000**	0,868
			1,051	0,968	0,014	77,434	0,000**	0,937
			1,068	0,972	0,013	80,083	0,000**	0,944
			0,983	0,950	0,012	81,137	0,000**	0,903
			1,047	0,966	0,012	87,525	0,000**	0,933
			1	0,950			0,000**	0,903
	Protection	0,996	0,966	0,013	74,545	0,000**	0,933	
		1	0,958			0,000**	0,918	
	Challenging Missions	1,037	0,979	0,009	115,368	0,000**	0,959	
		1	0,982			0,000**	0,964	
	Visibility		0,916	0,967	0,012	74,111	0,000**	0,935
			0,971	0,946	0,011	91,837	0,000**	0,894
			1	0,966			0,000**	0,934
Psychosocial	Friendship	0,95	0,940	0,019	50,707	0,000**	0,883	
		1	0,865			0,000**	0,748	
	Being a Role Model	1,106	0,849	0,026	42,172	0,000**	0,721	
		1,144	0,959	0,019	60,518	0,000**	0,919	
		1	0,881			0,000**	0,776	
		1,201	0,934	0,025	48,088	0,000**	0,873	
	Consultancy	0,944	0,939	0,016	58,647	0,000**	0,883	
		1,054	0,940	0,017	63,089	0,000**	0,885	
		1,089	0,987	0,014	75,933	0,000**	0,975	
		1,081	0,974	0,015	73,233	0,000**	0,948	
		1,064	0,934	0,016	67,404	0,000**	0,872	
		1	0,937			0,000**	0,878	
	Acceptance Confirmation	1,054	0,967	0,018	58,604	0,000**	0,935	
		0,736	0,862	0,02	36,785	0,000**	0,744	
1		0,921			0,000**	0,848		
**p<0,01, *p<0,05								
Structural Equation Model Analysis Results of Scales								
Path	B	Standardize B	Standard Error	t	p	R ²		
Career Development Function → External Satisfaction	0,087	0,32	0,062	1,394	0,163	0,70		
Psychosocial function → Extrinsic Satisfaction	0,061	0,23	0,062	0,979	0,328			
Career Development Function → Intrinsic Satisfaction	0,095	0,51	0,033	2,899	0,004**	0,67		
Psychosocial function → Intrinsic Satisfaction	-0,051	-0,27	0,033	-1,555	0,12			
**p<0,01,*p<0,05								

As a result of the confirmatory factor analysis of the career development mentoring function scale, it can be said that the factor loads of the items were between 0.932 and 0.982 and were significant ($p < 0.01$). All items related to the scale predict the career development mentoring function scale dimension. As a result of the confirmatory factor analysis of the Psychosocial Mentoring Function scale, it can be said that the factor loads of the items were between 0.849 and 0.987, and all items were significant ($p < 0.01$). All items related to the scale predict the Psychosocial Mentoring Function scale. It can be said that the effects of career development mentoring function and psychosocial mentoring function variables on extrinsic satisfaction are not statistically significant ($p > 0.05$). It can be said that the effect of the psychosocial mentoring function variable on internal satisfaction is not statistically significant ($p > 0.05$). It was determined that the effect of the career development mentoring function variable on the internal satisfaction variable was statistically significant ($\beta = 0.095; p < 0.01$). In this case, a 1 unit change in the career development function variable causes an increase of 0.095 units in the internal satisfaction variable. Also, since $R^2 = 0.67$, It can be said that the career development function variable explains internal satisfaction by 67%.

Job satisfaction scale findings

Descriptive Statistics of the Job Satisfaction Scale are shown in Table 4.

Table 4: Results of the Job Satisfaction Scale

Lower dimension	Scale Items	\bar{x}	SS	
Intrinsic Job Satisfaction Scale	1,2,3,4,5	3,64	0,77	
Extrinsic Job Satisfaction Scale	6,7,8,9	3,35	0,68	
Average		3,51	0,65	
Intrinsic Job Satisfaction Scale				
KMO and Bartlett's Test			0,799	
Barlett's Test of Sphericity			1801,467	
		S.d	10	
		p	<0,001	
Component	Eigenvalues	Explained variance	Total Variance	Cronbach Alpha
1 <i>Factor Loading 0.573 to 0.881</i>	3,107	62,149	62,149	0,846
Extrinsic Job Satisfaction Scale				
KMO And Bartlett's Test			0,583	
Barlett's Test of Sphericity		chi square	349,464	
		S.d	6	
		p	<0,001	
Component	Eigenvalues	Explained variance	Total Variance	Cronbach Alpha
1 <i>Factor Loading 0.559 to 0.821</i>		1,654	41,348	0,566
	2 <i>Factor Loading 0.599 to 0.907</i>	1,236	30,889	72,237

It was reliable because the total score correlation of each item in the Internal Job Satisfaction Scale was higher than 0.30. A Cronbach Alpha coefficient of 0.846 is considered high reliability throughout the scale. The KMO sample adequacy criterion (0.799) shows the condition of applying descriptive factor analysis to the research data and the degree of globality (Barlett's Test of Globality = 1801.467; $p < 0.001$). It indicates that sufficient research data can be obtained from significant factors. In the explanatory factor analysis, no expression was excluded from the analysis since there was no expression with a factor load below 0.40. The factor loads of the items related to Internal Job Satisfaction are between 0.573 and 0.835. In contrast, the factor of Internal Job Satisfaction explains 62.149% of the total variance and has an eigenvalue of 3.107.

In order to investigate the reliability of the External Job Satisfaction Scale, its internal consistency was first investigated. The total score correlation number of item 8, "I get along well with my colleagues", was less than 0.30. The reliability of the scale's Cronbach Alpha coefficient of 0.566 was low. (Reference Cronbach Alpha > 0.700). In the exploratory factor analysis of the 4-item External Job Satisfaction Scale, a 2-factor structure was obtained. The 2-item component (Items 7-6) explained 41.4% of the total variance, and the 2-item component (Items 8-9) explained 30.9% of the total variance. In the second stage of the reliability and validity analysis of the scale, varimax rotation exploratory factor analysis was applied to determine the main factors defining external job satisfaction. The KMO sample adequacy criterion (.583) and the degree of globality (Barlett's Test of S Globality = 349.464; $p < 0.001$) show that significant factors can be gained from the research data. It is seen that the KMO coefficient $< 0,70$ is not suitable for factor analysis of the data. The factor loads of the items related to External Job Satisfaction obtained as a result of the analysis were between 0.559 and 0.821. At the same time, the External Job Satisfaction scale explained 41.348% of the total variance and was evaluated as having an eigenvalue of 1.654.

Confirmatory Factor Analysis of the Job Satisfaction Scale; Internal Job Satisfaction dimension is between the standardized coefficient value (0.367-0.907), and the External Job Satisfaction dimension is between the standardized coefficient value (0.143-0.771). Therefore, it can be said that all items are significant ($p < 0.01$). Therefore, all items related to the scale predict the Job Satisfaction Scale.

The effect of mentoring functions on job satisfaction

Relevant data are shown in Table 5.

Table 5: The Effect of Mentoring Functions on Job Satisfaction

Intrinsic Job Satisfaction Scale Model 1						
Path	B	Standard Error	T	p	R ²	
Career Development Mentoring Function Scale □ Internal Job Satisfaction Scale	0,095	0,033	2,899	0,004**	0,67	
Psychosocial Mentoring Function Scale □ Internal Job Satisfaction Scale	-0,051	0,033	-1,555	0,12		
Intrinsic Job Satisfaction Scale Model 2						
Path	B	Standard Error	T	p	R ²	Rapport indexes
Career Development Mentoring Function Scale □ Internal Job Satisfaction Scale	1,50	0,32	4,565	0,000**	0,873	χ ² /df =5,56 ; GFI=0,82 CFI=0,66 ; NNFI=0,60 NFI=0,61 ; SRMR=0,51 RMSEA=0,080
Psychosocial Mentoring Function Scale □ Internal Job Satisfaction Scale	0,70	0,13	5,529	0,000**		
**p<0,01,*p<0,05						
Extrinsic Job Satisfaction Scale Model 1						
Path	B	Standard Error	T	p	R ²	
Career Development Mentoring Function Scale □ Extrinsic Job Satisfaction Scale	0,087	0,062	1,394	0,163	0,70	
Psychosocial Mentoring Function Scale □ Extrinsic Job Satisfaction Scale	0,061	0,062	0,979	0,328		
Extrinsic Job Satisfaction Scale Model 2						
Path	B	Standard Error	T	p	R ²	Rapport indexes
Career Development Mentoring Function Scale □ Extrinsic Job Satisfaction Scale	0,12	0,073	1,696	0,090	0,818	χ ² /df =5,56 ; GFI=0,82 CFI=0,66 ; NNFI=0,60 NFI=0,61 ; SRMR=0,51 RMSEA=0,080
Psychosocial Mentoring Function Scale □ Extrinsic Job Satisfaction Scale	-0,002	0,010	-0,192	0,848		
**p<0,01,*p<0,05						
Chi-Square fit test (CMIN/DF), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGIF), Standard Residual Fit Index (SRMR), Root-Mean Square of Approximate Errors (RMSEA), Normalized fit index (NFI), Tucker-Lewis Fit Index (TLI) Increasing Fit Index (IFI), Comparative Fit Index (CFI)						

The Effect of Mentoring Functions on Internal Job Satisfaction In the Table determined by the Structural Equation Model; It was tested in Model-1, and the relationships related to the variables were evaluated separately in Model-2. It can be said that the effect of the Career Development Mentoring Function Scale variable on Internal Job Satisfaction is significant. ($\beta=0.17;p<0.05$). In this case, 1 unit change in the Career Development Mentoring Function Scale variable causes an increase of 0.095 units in the Internal Job Satisfaction variable. Also, since $R^2: 0.67$, It can be said that the Career Development Mentoring Function Scale variable explains Intrinsic Job Satisfaction with a rate of 67%. It was determined that there was no significant effect on the Psychosocial Mentoring Function Scale and the Internal Job Satisfaction variable ($p>0.05$). Shown in Model-2; The fit index values of the Model in CFA regarding the effect of mentoring functions on Intrinsic Job Satisfaction; Bad values for CFI(0.66), NNFI(0.60), NFI(0.61), RMR(0.51), GFI(0.82), Chi-square/df(cmin/df)(5.56) It can be said that the DFA model is partially valid because the RMSEA(0,080) values remain within the acceptable limits.

The Effect of Mentoring Functions on External Job Satisfaction: The Table determined by the Structural Equation Model was tested in Model-1. The relationships related to the variables were evaluated separately and in Model-2. As seen in Model 1, it was determined that the variable of career development mentoring function and psychosocial mentoring function variable did not have a significant effect on the variable of external job satisfaction ($p>0.05$)

The Relationship and Predictive Situations Between Mentoring Function and Job Satisfaction: Relevant data are shown in Chart 1.

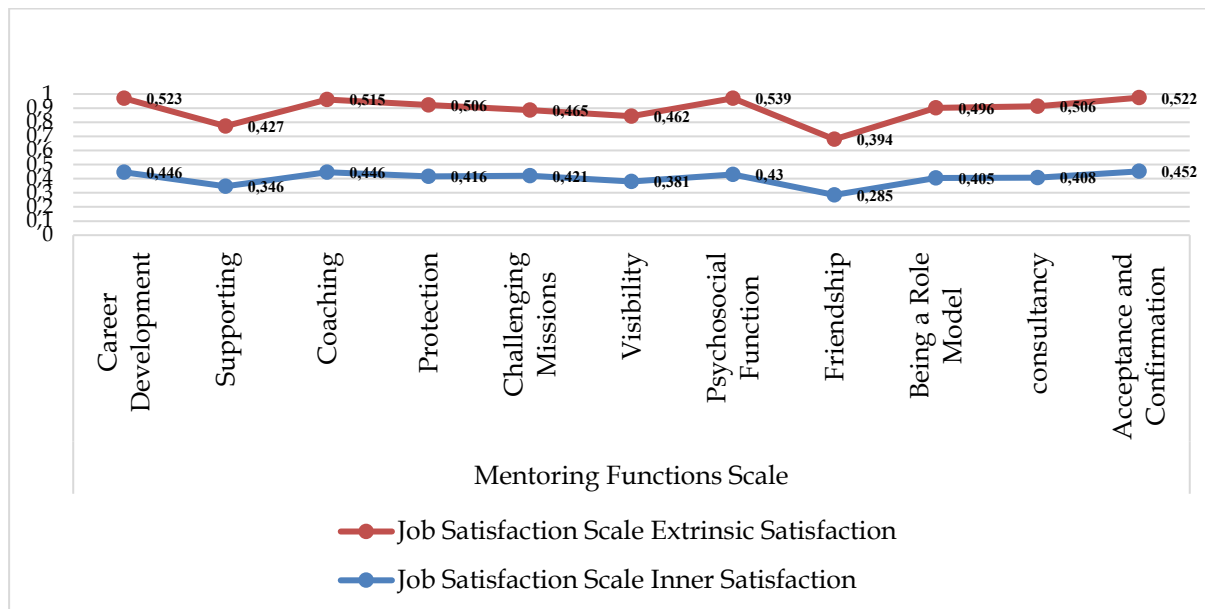


Chart 1: The Relationship and Predictive Situations Between Mentoring Function and Job Satisfaction

When the simple linear correlation analysis results were assessed, the health managers' mentoring functions and the health workers' job satisfaction were moderate ($0.70 < | r | < 0.30$ moderate correlation) and positive. In addition, a statistically significant relationship was also found. Therefore, a simple linear regression analysis was conducted to determine whether the mentoring functions displayed by health managers predicted the job satisfaction levels of health workers.

Multiple Linear Regression Analysis I and Multiple Linear Regression Analysis II were performed in the Analysis of Predictive Variables and summarized in Table 6.

Table 6: Multiple Linear Regression Analysis of Predictive Variables I and II

Multiple Linear Regression Analysis in Examination of Predictive Variables I			
	B	Beta	p
Still	0,592		
Career Development Mentoring Function Scale	-0,107	-0,125	0,098
Psychosocial Mentoring Function Scale	0,204	0,228	0,003
Intrinsic Job Satisfaction Scale	0,605	0,576	<0,001
Extrinsic Job Satisfaction Scale	0,119	0,100	0,006
R:0,689 R ² :0,475			
Multiple Linear Regression Analysis in Examining Predictive Variables II			
	B	Beta	p
Still	0,655		
Supporting	-0,013	-0,019	0,708
Coaching	0,023	0,029	0,746
Protection	0,025	0,031	0,621
Challenging Missions	-0,002	-0,003	0,970
Visibility	-0,077	-0,092	0,126
Friendship	0,000	0,000	0,991
Being a Role Model	0,232	0,277	<0,001
Consultancy	-0,059	-0,073	0,334
Acceptance and Confirmation	-0,020	-0,023	0,756
Intrinsic Job Satisfaction	0,591	0,562	<0,001
Extrinsic Job Satisfaction	0,113	0,095	0,009
R:0,702 R ² :0,493			

In Multiple Linear Regression Analysis 1; In the model created from Mentoring Functions Scale & Job Satisfaction Scale subscales: Psychosocial Mentoring and Job Satisfaction Scale were found to be significant factors ($p=0.003$ $p<0.001$ $p=0.006$). The coefficient of determination of the model was 47.5%. Job Satisfaction Scale-Internal Satisfaction was found to have the highest impact rate with 57.6%.

In the Multiple Linear Regression Analysis #2; Mentoring Functions Scale (Being a Role Model) and the Job Satisfaction Scale (Internal Satisfaction and External Satisfaction) sub-dimensions were found to be significant factors ($p<0.001$ $p<0.001$ $p=0.009$). The coefficient of determination of the model was 49.3%.

Intrinsic job satisfaction was found to have the highest impact rate with 56.2% – of health workers with the mentoring functions displayed by health managers. A significant relationship is observed between job satisfaction. It is seen that the career development mentoring function exhibited by health managers is a significant predictor of the internal job satisfaction of health workers. The significance test of the predictor variable coefficient ($B=0.592$) that is the basis of the regression equation also shows that the mentoring functions displayed by the health administrators are a significant predictor ($p=.000<.05$), which must be exhibited at the highest level.

Conclusion

This research was carried out to determine the effect of the mentoring functions of health managers on the employees' job satisfaction and to evaluate the relationships between the variables. For this reason, the sample group was selected in line with the research; Career Development Mentoring Function, Psychosocial Mentoring Function, Internal Job Satisfaction and External Job Satisfaction variables were evaluated individually. Furthermore, the relations with each other were also tried to be interpreted in line with the purpose of the study.

When the results were evaluated, it was determined that there is a significant relationship between the dimensions (Internal Job Satisfaction and External Job Satisfaction). ($p<0.001$). In the examination of Predictive Variables, the explanatory coefficient of the first model was found to have the highest impact rate with 47.5% of Job Satisfaction, and Scale-Internal Job Satisfaction with 57.6%. In the second Multiple Linear Regression Analysis model, Mentoring Functions Scale (Role Modeling Subscale) and Job Satisfaction Scale (Internal Job Satisfaction and External Job Satisfaction) subscales were statistically significant. ($p<0.001$ $p<0.001$ $p=0.009$). The explanatory coefficient of the model was found to have the highest impact rate with 49.3%, and Internal Job Satisfaction with 56.2%. Results of Structural Equation Model Analysis It was determined that the effects of career development mentoring function and psychosocial mentoring function variables on the external job satisfaction variable were not statistically significant. has been done. ($p>0.05$). It was determined that the effect of psychosocial mentoring function variables on the internal job satisfaction variable was not statistically significant. It was determined that the effect of the career development mentoring function variable on the internal job satisfaction variable was statistically significant ($\beta=0.095$; $p<0.01$). The hypotheses were evaluated within the scope of the analysis.

H₁: *The hypothesis that health administrators' display of career development mentoring and mentoring functions significantly affects health workers' internal job satisfaction levels was supported.*

H₂: *The hypothesis that health administrators exhibit career development mentoring and mentoring functions significantly affects health workers' external job satisfaction levels.*

H₃: *The hypothesis that health administrators exhibit psychosocial mentoring and mentoring functions significantly affects health workers' internal job satisfaction levels.*

H₄: *The hypothesis that health administrators exhibit psychosocial mentoring and mentoring functions significantly affects health workers' external job satisfaction levels.*

According to the results of the analysis, it was determined that there was a statistically significant positive relationship between the career development mentoring function and psychosocial mentoring function of the health workers participating in the research and between internal job satisfaction and external job satisfaction. The hypothesis that health managers' career development mentoring and mentoring functions significantly affect health workers' internal job satisfaction levels were also supported. In this manner, Career Development Mentoring Functions (Coaching, Protecting, Providing Challenge Tasks, Revealing and Making Visible) displayed by health managers increase the internal job satisfaction levels of health workers. Therefore, it was concluded that the career development mentoring function predicts internal job satisfaction.

Statistical differences were found in the mentoring functions and job satisfaction perceptions of the participants within the scope of the institution they work and the occupational group they serve. The perception of Career Development Mentoring Function was found to be significantly higher in the Training and Research Hospital employees than in the State Hospital and the Presidency and in the physicians compared to the employees of other professions. The perception of Psychosocial Mentoring Function was also significantly higher in physicians than in other professions. The perception of External Job Satisfaction was significantly higher among those working in the Presidency. Again, the perception of external job satisfaction was significantly higher in doctors and nurses than in health licensees.

Argument

The analysis results were determined, and the studies carried out within the scope of the relevant variables were compared. In the study titled "The Effect of School Principals' Mentoring Functions on the Job Satisfaction of School Vice Principals" conducted by researcher Uğur ÖZALP in 2016, a moderate, positive and statistically significant relationship was found between the mentoring functions displayed by the school principals and the job satisfaction of the vice principals. It has been determined that the mentoring functions displayed by the school principals are a significant predictor of the job satisfaction level of the assistant principals. (Özalp U.,2016) In our study, too, It has been determined that the career development mentoring functions exhibited by health managers positively affect the internal job satisfaction of the employees.

In the study by Köse et al. titled "A Study on Job Satisfaction and Organizational Loyalty Levels of Data Preparation and Control Operators Working in Şişli Hamidiye Etfal Training and Research Hospital," they found that the employees' level of commitment to the institution is low, their relations with the managers are weak, their perceived social support levels are low, and the main reason for their thinking of leaving the institution is the inadequacy of the wage. (Köse et al., 2015) In their study, the external job satisfaction levels, which measure the perception of psychosocial mentoring and the thoughts of health professionals about the wages they receive, were found to be low.

In researcher Aslıhan Bayraktar's study titled "The Effect of Mentoring Practices in Hotel Businesses on Organizational Commitment, Job Satisfaction and Intention to Stay at Work", the existence of mentoring practices in hotel businesses have been determined. The mentoring functions are the emotional commitment levels of the employees towards their organizations, their job satisfaction levels and job satisfaction. It has been determined that the intention to stay is positively and significantly affected (Bayraktar, 2019).

Researcher Vesile Özçiftçi's study titled "The Effect of Internal Marketing Practices on Job Satisfaction: An Application for Hospital Employees" found a positive relationship between internal marketing practices and employees' internal and external satisfaction. In addition, it has been determined that job satisfaction does not make a difference in gender, marital status, age, task and work experience. (Özçiftçi, 2018) In our study, a significant relationship was found between internal job satisfaction and external job satisfaction; It has been determined that there are significant differences in job satisfaction in terms of gender, age, working time in the profession, working time in the institution and type of institution.

Researchers İşcan and Çakır's research titled "The Effect of Mentoring and Psychological Empowerment on Self-Efficacy Perception" in 2019; It has been understood that the mentoring behaviours of health managers are essential for research assistants who start a job with confidence in their abilities and continue to work without hesitation in case they encounter some difficulties over time. When the findings of the study are evaluated in general, Research assistants, who have a healthy mentoring relationship with their advisors and are psychologically empowered by them, have increased their confidence in their abilities and belief that they can do their job correctly. The mentoring behaviours exhibited by the counsellors and the psychological empowerment research assistants also increase their belief in starting, maintaining and not giving up. (İşcan & Çakır; 2019) In our study, the career development mentoring functions (coaching, protection, providing challenging tasks, revealing and making visible) exhibited by health managers increase the internal job satisfaction (success, recognition, appreciation) in employees. It was found to have a positive and significant effect.

Researcher Kadriye Işıklar Pürçek found in her study titled "The Relationship between the Coaching Behavior of Ankara State Primary School Principals and the Job Satisfaction Levels of Teachers" in 2015 that there was no relationship between the coaching behaviours of state primary school principals and the job satisfaction levels of classroom teachers. (Pürçek, 2015) Researchers Karakuş and Tok found a positive, directly proportional and low-level relationship between the level of job satisfaction of classroom teachers and the mentoring functions exhibited by school administrators in their study titled "The relationship between the mentoring functions implemented by school administrators and the job satisfaction of classroom teachers" in 2015. According to the research, as the mentoring functions exhibited by school administrators increase, the job satisfaction of classroom teachers also increases. (Karakuş and Tok, 2015)

Suggestions

Health service providers have a stressful business life due to a complex, stressful, long training process and working hours. Unlike many service areas, they also encounter critical situations in emergencies,

clinics, operating rooms and intensive care units. Severe diseases and death, use of high-tech tools, long working hours, the need for their day and night, workload and economic uncertainty increase stress levels. In this process, health managers have multiple tasks and roles. According to the studies, it has been determined that individuals involved in the mentoring process have more job satisfaction than those not involved in this process. One of the fundamental reasons why healthcare professionals can be successful and productive in their work is job satisfaction. For people receiving health care to receive quality and effective health care, healthcare providers must be satisfied with their job and the institution they work. In this regard, the following recommendations can be made to health administrations.

It is thought that arrangements should be made to ensure that people make health management with proper health management or business management training within the organizational structures focused on managing the institution within the framework of sound management and governance rules. Health administrations are service areas where communication and coordination between departments such as patient services, financial services, human resources and support services are essential. For this functional structure, excellent organizational planning should be done. It should contain and organize many disciplines such as scientific for patient services, an entrepreneur for financial services, leader for human resources, and humanism for support services.

Healthcare managers should demonstrate their managerial, leadership and mentoring skills together for good governance. Planning, organizing, controlling, directing and evaluating things fairly; The ability to motivate employees and get the best performance is one of the skills required for leadership and management. Managers who do not develop these skills are ineffective in the field. Managers who are more effective and effective in the field and use their mentoring functions well should be appointed.

As a result, it has been determined that health managers' career development mentoring functions predict health workers' internal job satisfaction levels. Therefore, it is thought that it will be essential to determine the factors affecting the job satisfaction levels of health workers and to show the mentoring functions of health managers in this process. Thus, morale and performance will be high in institutions where the employees' job satisfaction is high. In this case, situations such as absence from work / leaving work due to illness, stress, tension, or anxiety will be eliminated, and institutions will become more efficient

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