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## THE MANAGER'S ROLE IN JOB SATISFACTION DUE TO MULTI-MEDIATION EFFECTS

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**Abstract:** *Job satisfaction has been measured, analyzed, and understood in different dimensions in previous works. However, this work analyzes it from the broader perspective of the organization. This study analyzed data from 364 respondents belonging to a public university through a survey that covered the following six dimensions: salary compensation, working conditions, the manager's role, co-workers' relationships, labor welfare & promotion, and task & process. An SEM model using AMOS V23 contrasted seven hypotheses to evaluate the direct or mediating effect of the manager's role on the other five dimensions. The manager's role results in a direct and strong effect on the relationships between co-workers and in the labor welfare & promotion dimension. A direct and moderate effect was observed on work conditions and tasks & processes. The indirect effect of the manager's role on the salary dimension was observed, along with an effect of total mediation on the dimensions of labor welfare & promotion and work conditions. This study contributes to a holistic view by providing an understanding of the manager's role in job satisfaction, clarifying the interactions between the six organizational dimensions, and highlighting the*

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*relevance of styles of manager that lead to organizational growth and job satisfaction. Finally, the limitations associated with this research are also discussed.*

**Keywords:** *job satisfaction in public universities, labor-management relations, mediation of manager's role, mediator's effect on job satisfaction, SEM model.*

**JEL Code:** *C15, M54*

## 1. Introduction

Job satisfaction is the broadest issue researched in the managerial (Özpehlivan & Acar, 2016; Yang & Kassekert, 2010), human resources, productivity (Bakotić, 2016), performance (Bakotić, 2016; Davidescu et al., 2020; Eyupoglu et al., 2018), sustainability, and flexibility (Davidescu et al., 2020) administrative areas. It is classified as involving work attitudes – contributors that influence effectiveness, work motivation, and behaviors (Chun et al., 2019; Harrison et al., 2006; Yang & Kassekert, 2010) – and both academic and managerial solutions to this organizational issue emerge in the business field (Özpehlivan & Acar, 2016). A famed concept of job satisfaction is the notion of “a pleasurable or positive emotional state resulting from the appraisal of one’s job experiences” (Locke, 1976). However, the concept of job satisfaction is multidimensional and transcultural. Broadly, it can be considered to mean the extent to which, and why, employees like their job (Fritzsche & Parrish, 2005). It is a predictor of productivity and performance (Judge et al., 2001; Kampkötter, 2017; Patterson et al., 2004; Whitman et al., 2010), and involves both negative feelings and attitudes towards the job and positive attitudes towards the organization, co-workers, and job (Sypniewska, 2014). In fact, there are hundreds of definitions related to the concept of job satisfaction (Davidescu et al., 2020). Many researchers have observed that job satisfaction is connected with personality traits (Judge et al., 2002; Kampkötter, 2017; Törnroos et al., 2019), individual working factors, living environment (Bakotić, 2016), performance-related pay systems (Bryson et al., 2014; Kampkötter, 2017), and the efficiency and output of employees (Özpehlivan & Acar, 2016). Moreover, there are many differences in its constructs and measurement scales, and some instruments applied to Western cultures have been translated and applied without bearing in mind cultural discrepancies (Özpehlivan & Acar, 2016).

A high job satisfaction level implies that the job provides workers with favorable aspects such as: challenges, good pay, diversity, security, an agreeable working atmosphere, autonomy, and the recognition of the worker’s contribution to the organization’s progress (Özpehlivan & Acar, 2016; Sypniewska, 2014). Organizations rely on employees with the capacities of creativity and commitment, the ability to overcome any obstacle in the realization of specific jobs, the initiative to assist their colleagues and superiors, and the delivery of extraordinary performance (Bakotić, 2016). As a consequence, this brings the fulfillment of their objectives and an increase in their productivity and performance. Moreover, job satisfaction is a source of innovation and autonomy in public organiza-

tions (Demircioglu, 2021). On the other hand, dissatisfied employees can lead to layoffs, absenteeism, decreased effectiveness, performance and discipline problems, the creation of isolated groups, and high employee turnover, causing departures from the organization (Özpehlivan & Acar, 2016; Demircioglu, 2021). Ensuring employee satisfaction in the organization is one of the most critical managerial tasks. With this in mind, employees can increase efficiency and performance, contributing to the organization's progress. Employees are satisfied when they are convinced of the manager's backing and business competence. For this, it is necessary to define job satisfaction in measurable constructs that contemplate different factors that can be adjusted through actions or strategies led by management.

Currently, the statistical tools used in this research area are migrating from correlational analysis between indicators belonging to dimensions towards the proposal of structural equation modeling (SEM) or partial least squares (PLS) statistical models that empirically explain possible mediations between dimensions. Previously, researchers have proposed models that define the comprehensive association between job satisfaction and diverse dimensions such as: public service motivation and person-organization fit (Thuy & Phinaitrup, 2021), leadership styles and different dimensions (Braun et al., 2013; Chan, 2019; Misra & Srivastava, 2018; Mwesigwa et al., 2020; Ozturk et al., 2021; Wong & Laschinger, 2013; Yang et al., 2019), job variety, organizational support and turnover intention (Huang & Su, 2016; Jolly et al., 2021), supervisor cooperation or career growth and work atmosphere (Ashraf, 2019), social support and emotional labor (Asumah et al., 2019), HR practices and employee performance (Jawaad et al., 2019; Omar et al., 2017; Stirpe et al., 2022), leaders' and followers' political skills (Wang & McChamp, 2019), job embeddedness and affective commitment (Yang et al., 2019), organizational justice and employee outcomes (Mashi, 2018), burnout in job and task performance (Kim et al., 2017), and supervisor relationship and resources (Elfering et al., 2017). These models take into account dimensions as diverse as the concept of job satisfaction itself; however, these different perspectives, empirically supported by the data obtained, profoundly contribute to broadening the construct of job satisfaction. In fact, these models provide practical guidelines for defined sectors and populations which are applicable through organizational strategies. Our research clarifies the multiple mediating effects on six defined dimensions of job satisfaction, proposing a model focused on the manager's role regardless of style and hierarchical level based on data obtained from higher education workers in a country with an emergent economy. The following six dimensions define job satisfaction: salary, work conditions, manager's role, co-workers' relationships, labor welfare & promotion, and task & process. These dimensions were defined via bibliographical references and interviews with executive coaches, directors of human talent departments, and organizational psychologists. We propose that the manager's role influences the other five dimensions, and structural analysis was used to define this direct influence and the mediations between the different dimensions. It is essential to highlight that the relationship between those dimensions is complex, and published research has not contributed to unveiling the connections among these six dimensions.

## 2. Literature Review

Several researchers have proposed SEM and PLS models concerning job satisfaction, including different approaches obtained from diverse economic sectors and cultures. However, in the bibliographical review, no information has been found on a model to explain the direct or mediating effect of the manager's role on several dimensions of the job satisfaction construct. Researchers have explained the effect of managerial leadership on job satisfaction, but leadership style is a characteristic of this role. These researchers define the effects of different types of leadership (L) on job satisfaction, mediated by dimensions such as work engagement for employee L (Ozturk et al., 2021), trust in the supervisor and the team for transformational L (Braun et al., 2013), organizational commitment for transformational and transactional L (Mwesigwa et al., 2020), personal effectiveness for transformational L (Misra & Srivastava, 2018), job embeddedness and effective commitment for entrepreneurial L (Yang et al., 2019), level of fun experienced at work and work engagement for participative L (Chan, 2019), and structural empowerment for authentic L (Wong & Laschinger, 2013). As different leadership styles are assumed by the managers within each organization, even an individual manager can manifest a mixture of styles, or can take on other styles depending on the situation. In this study, the manager's role was not based on the behavior of leaders depending on a specific style. Instead, it focused on skills that different styles can share. In addition, to consider a construct of job satisfaction adapted to one's own culture (Özpehlivan & Acar, 2016), different factors were taken into account, such as: type of work, promotion and educational opportunities, leadership style, co-workers' relationships, supervisors and feedback, earnings, position in the company, working conditions, activities and tasks, security, permanent employment, workload, and working hours (Bakotić, 2016; Sypniewska, 2014).

The manager's role in the relationship between management and workers is significant in the organization and directly impacts job satisfaction in various ways (Özpehlivan & Acar, 2016); it implies a healthy relationship, practical procedures, setting goals, feedback (productivity), respect (Sommer & Kulkarni, 2012), and forming a harmonious work atmosphere (Ashraf, 2019; Shu et al., 2018). The impact of the manager's role is diverse: it includes the well-being of employees and the worker's participation in organizational decisions, which affects job satisfaction positively (Wood et al., 2012). It also creates the need for responsibility, recognition, respect, and autonomy for each individual (Özpehlivan & Acar, 2016; Sypniewska, 2014; Wikhamn et al., 2021), and at the same time implies a degree of shared power (Wikhamn et al., 2021), allowing for the better design of the work objective (Wood & de Menezes, 2011). Another subtlety is the treatment of employees, which is related to receiving fair and equitable treatment – in which case, they tend to exhibit positive behavior, greater loyalty, better care for the organization's interests, more significant self-improvement, and better professional growth (Iqbal, 2013). Finally, the manager's role affects the capacity of management to communicate effectively, give and receive feedback, and provide continuous recognition to their employees (Sypniewska, 2014).

The notion of work conditions refers to aspects of the work environment that impact the suitability and safety of workers. Conditions include work equipment, tools,

and physical and mental aspects generally regulated by health and safety standards (Sypniewska, 2014). Working conditions are directly related to increased job satisfaction and, in turn, to increased efficiency, effectiveness, and productivity (Baeza et al., 2018; Davis, 2004; Khoreva et al., 2017; Raziq & Maulabakhsh, 2015).

Labor welfare & promotion can be separated into two items. Labor welfare includes benefits, facilities, and perks provided to employees, including their salaries, (Bandara et al., 2020; Ganesh, 2017) to improve their health, safety, and well-being. Investments in this regard, translated into employee benefit packages, often help attract and retain qualified employees, improve organizational advancement and image or persona, and increase job satisfaction (Mendis, 2016). Promotion, in turn, is the possibility of advancement within the organization. Both labor welfare and promotion are aspects that ensure a low turnover of staff. Employees join other organizations because they are unhappy with their bosses, unclear about opportunities for advancement, or lack career or salary growth (Green & Ayalon, 2017).

Salary is related to all quantifiable and financial aspects that the employee obtains for their work (Sypniewska, 2014). It is susceptible to job satisfaction in the case of variable payments or economic bonuses and individual rank in income distributions (Card et al., 2012; Clark et al., 2010; Kampkötter, 2017; Ockenfels et al., 2015).

Co-workers' relationships are crucial for job satisfaction and are determined by communication (Sypniewska, 2014), respect, the establishment of agreements, commitment, and recognition among peers.

Task & process is the way an organization carries out its activities, processes, and operations, and includes the relations among workers to attain them, such as: communication, resources, personal capacity, and procedures. In particular, the importance of the task implies that employees are conscious of the relationship between their contributions, the company's success, and their impact on others – in short, it involves the employee knowing that they make a difference. This factor contributes to both motivation and job satisfaction (Andrade & Westover, 2022).

### 3. Method

This research is directed at elucidating the relationship between the manager's role and working conditions, co-workers' relationships, labor welfare & promotion, task & process, and salary that conform to the multifaceted construct of job satisfaction in a covariance-based context.

#### 3.1. Proposed Model

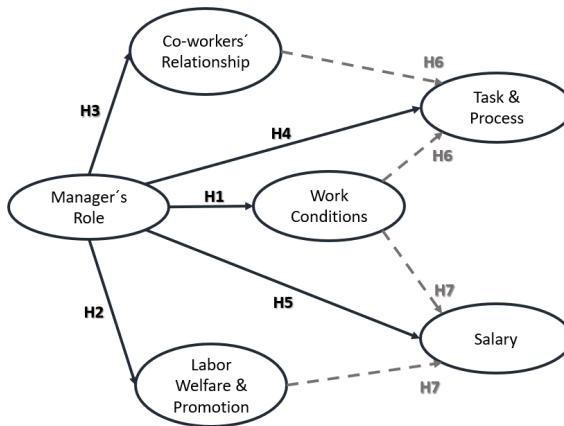
Based on the theoretical review, our research aimed to establish the direct or mediating effect between six dimensions that are inherent in job satisfaction: manager's role, work conditions, co-workers' relationships, labor welfare & promotion, task & process, and salary. We explored how the manager's role influences the other dimensions. Therefore, the following hypotheses were formulated (Figure 1):

- H1: The manager's role directly influences work conditions;  
 H2: The manager's role directly influences labor welfare & promotion;  
 H3: The manager's role directly influences co-workers' relationships;  
 H4: The manager's role directly influences task & process;  
 H5: The manager's role directly influences salary.

On the other hand, we considered the mediating effect of work conditions, co-workers' relationships, and labor welfare & promotion between the manager's role and two outcome dimensions: task & process and salary. Thus, the subsequent hypotheses were proposed (Figure 1).

H6: Work conditions and co-workers' relationships mediate between the manager's role and task & process;

H7: Work conditions and labor welfare & promotion mediate between the manager's role and salary.



**Figure 1.** *Research model*

### 3.2. Participants

The research participants encompassed 364 workers from a Colombian public university. The organization's total number of workers was 1,560, giving this research a confidence level of 97% with a margin of error of 5%. After the population was selected, the simple random sampling method was applied. Respondents included teachers, administrators, and general services personnel. The demographic distribution of the respondents can be seen in Table 1.

**Table 1.** Demographic distribution of respondents

Age (years)	18–35	36–45	46–55	56–65	66+
	40.4%	40.7%	14.6%	3.8%	1%
Gender	Female			Male	
	49.5%			50.5%	
Marital status	Single	Married	Common law marriage	Divorced	Widowed
	39%	30.2%	26.1%	4.4%	0.3%
Employment contract	Permanent assistant	Permanent administrative	Professor – semester	Hourly paid assistant	Provisional services
	8.2%	13.7%	27.7%	33.5%	16.8%
Length of service (years)	Up to 5	6–10	11–15	16–20	21+
	40.9%	30.5%	14.8%	9.9%	3.8%
Educational level	High school/ Technical	Graduate	Graduate plus certification	Master’s degree	PhD
	3.8%	24.2%	33.8%	30.8%	7.4%
Minimum wages per month*	1 to 2	3 to 4	5 to 6	7 to 8	9 or more
	52.5%	34.1%	7.7%	4.7%	1.1%

\*The number of legal minimum wages that the worker earns per month.

### 3.3. Procedure

Based on the previously described dimensions, 34 indicators were defined to measure job satisfaction; each is equivalent to one question in the survey. These dimensions and indicators are shown in Table 2.

**Table 2.** Dimensions and indicators to measure job satisfaction

Dimensions	Indicators
1. Salary (4 questions)	Payment received for work performance includes (1.1) salary assignment, (1.2) responsibility, (1.3) coverage of basic needs, and (1.4) credit support.
2. Working conditions (6 questions)	Work characteristics concerning (2.1) safety and health of the worker, (2.2) physical and environmental conditions, (2.3) job stability, (2.4) demand for physical and mental energy, (2.5) autonomy to carry out actions, and (2.6) workload.
3. Manager’s role (9 questions)	Actions carried out by the manager aimed at (3.1) easing the expression of opinions and being listened to, (3.2) recognition, (3.3) clarifying the importance of the work for the organization, (3.4) confidence, (3.5) the personal situations of employees, (3.6) the accompaniment of their boss to achieve results, (3.7) precision in instruction, (3.8) assertive instructions, and (3.9) effective feedback.

Dimensions	Indicators
4. Co-workers' relationships (6 questions)	Relationships between individuals who are part of a community related to (4.1) respect and trust, (4.2) the acceptance of different points of view, (4.3) the ease of establishing joint agreements, (4.4) teamwork, (4.5) the commitment to respond to a request, and (4.6) recognition among peers
5. Labor welfare & promotion (4 questions)	Activities that aim to create, maintain and improve the conditions that stimulate the worker's integral development in terms of (5.1) wellness activities, (5.2) incentives or recognition, (5.3) promotion opportunities, and (5.4) professional development.
6. Task & process (5 questions)	Organizational aspects required to carry out activities, processes, and operations, such as: (6.1) communication effectiveness, (6.2) availability of resources, (6.3) the capacity of the worker (6.4) technical sufficiency, and (6.5) compliance with processes and procedures as they have been defined.

The measurement tool consisted of a survey involving six dimensions and 34 indicators (Table 2) using a self-assessment Likert scale ranging from 1 to 3 (1 – *I am satisfied*; 2 – *I am neither satisfied nor dissatisfied*; 3 – *I am dissatisfied*). During working time, the survey was answered voluntarily in writing or digitally; it took around 20 minutes, and there was a prior and detailed explanation of how each dimension was to be scored.

#### 4. Results

Three experts evaluated the survey in four categories: clarity, coherence, relevance, and sufficiency, with positive results (Galicia Alarcón et al., 2017). Analysis of standard deviation was performed for all of the answers of each respondent. Those whose standard deviation was less than 0.3 were ignored, since such a slight deviation causes doubts as to whether the survey was answered sincerely or finished too quickly. In this way, data from 22 respondents were removed, leaving a total of 342 respondents. Reliability was measured with Cronbach's alpha ( $\alpha$ ) (Lee-Kelley et al., 2007) in two phases: the first was determined by applying a pilot survey to 40 workers from a higher technical institute located in the same city, resulting in high reliability with a value of  $\alpha = .902$ ; the second was performed on the study population, with an excellent result of  $\alpha = .924$ . SEM analysis was executed using AMOS software. Model validity was evaluated using standardized factor loading (SFL). Only those indicators with an SFL value higher than .70 were retained (Dash & Paul, 2021; Hair et al., 2019). Nine items were eliminated: four from work conditions, one from manager's role, one from co-workers' relationships, one from labor & welfare promotion, and two from task & process. The resampling method used 2,000 bootstrap samples to obtain statistically significant mediations among dimensions. The mediation effect was realized by evaluating the direct and indirect effects on the dimensions via the control flow shown in Figure 2. The suitability of eight fit indices for the proposed CF model were evaluated by AMOS, resulting in excellent reliability and validity (Dash & Paul, 2021; Hair et al., 2019), as shown in Table 3.



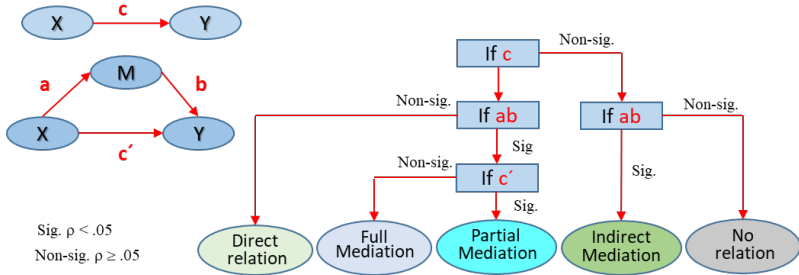


Figure 2. Flow control to determine the effects among dimensions (Byrne, 2000)

Table 3. Reliability and validity fit index for the proposed CF model

Fit index	Value	Conclusion
CMIN/DF	2.552	Excellent
CFI	.928	Excellent
TLI rho2	.918	Excellent
RFI rho1	.873	Good
IFI Delta2	.929	Excellent
NFI	.888	Good
RMSEA	.065	Excellent
SRMR	.0556	Excellent

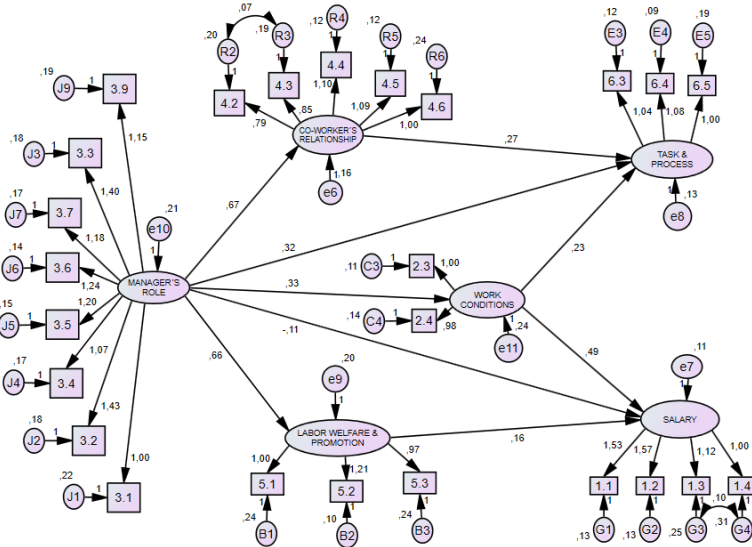


Figure 3. SPSS model analyzed by AMOS

Table 4 shows the evaluation of hypotheses 1 to 5 and the direct and total effects between the manager's role, the other five dimensions, and the consequent relationships resulting from this effect. As can be seen, the first four hypotheses are accepted, but the fifth is rejected. The direct influence of the manager's role on labor welfare & promotion and co-workers' relationships is strong and direct; for the case of work conditions, it is moderate and direct, while for task & process, it is moderate and direct with mediation. There is a non-direct influence on the relationship between manager's role and salary, but there is mediation.

**Table 4.** The direct effect among dimensions

Relation and hypothesis		Direct effect		Total effect		Result
Manager's role → work conditions	H1	+M	.329	+M	.329	Medium direct
Manager's role → labor welfare & promotion	H2	+S	.656	+S	.656	Strong direct
Manager's role → co-worker's relationship	H3	+S	.673	+S	.673	Strong direct
Manager's role → task & process	H4	+M	.321	+S	.582	Medium direct + mediation
Manager's role → salary	H5	No	-	+W	.152	Only mediation

Note: S – strong, M – medium, W – weak

Table 5 shows the results of hypotheses 6 to 9, where multi-mediation effects between some dimensions were evaluated. As can be seen, all hypotheses are accepted. The multi-mediation effect of both co-workers' relationships and work conditions between the manager's role and task & process is partial (H6). In contrast, the multi-mediations effect of both work condition and labor welfare & promotion between manager's role and salary are total (H7). Table 6 summarizes the results of these hypotheses.

**Table 5.** The indirect effect among dimensions

Relation and hypothesis		Direct effect		Indirect effect		Total effect		Result
Manager's role → task & process	H6	+M	.321	+W	.261	+S	.582	Partial mediation
Manager's role → co-worker relationships		+S	.673			+S	.673	
Co-worker relationships → task & process		+W	.274			+W	.274	
Manager's role → work conditions		+M	.329			+M	.329	
Work conditions → task & process		+W	.231			+W	.231	
Manager's role → salary	H8	No		+W	.266	+W	.152	Full mediation
Manager's role → work conditions		+M	.329			+M	.329	
Work conditions → salary		+M	.489			+M	.489	
Manager's role → labor welfare & promotion		+S	.656			+S	.656	
Labor welfare & promotion → salary		+W	.160			+W	.160	

\*M – medium, \*\*S – strong, \*\*\*W – weak

**Table 6.** *Hypotheses results*

Hypothesis		Results
Manager's role directly influences work conditions	H1	Accepted, direct, and moderate effect
Manager's role directly influences labor welfare & promotion	H2	Accepted, direct, and strong effect
Manager's role directly influences co-worker's relationship	H3	Accepted, direct, and strong effect
Manager's role directly influences task & process	H4	Accepted, direct and moderate effect with mediation
Manager's role directly influences salary	H5	Rejected
Work conditions and co-workers' relationships multi-mediate between manager's role and task & process	H6	Accepted, partial multi-mediation
Work conditions and labor welfare & promotion multi-mediate between manager's role and salary	H7	Accepted, full mediation

## 5. Discussion

Management practices, specifically talent management, contribute significantly in several organizational dimensions to increasing the organization's competitive advantage, developing high-performance teams, promoting a structure of hiring competent personnel, and ensuring an organization's continuous commitment. They influence the employee's attitudes and behaviors to increase their potential and make them more agile, motivated, and engaged. Managers commonly develop these practices through experience and leadership training (Khoreva et al., 2017). Therefore, this research seeks to clarify the influence of the manager's role in various organizational dimensions. The direct effects of the manager's role were determined when assessing H1 to H4. These hypotheses were statistically validated, verifying satisfaction concerning the direct influences of the manager's role with strong satisfaction in regard to labor welfare & promotion (H2) and co-workers' relationships (H3), moderate work conditions (H1) and tasks & processes (H4). On the other hand, the hypothesis that the manager's role directly influences salary (H5) was rejected; that is, satisfaction with the manager's role does not directly influence satisfaction with salary. The empirical findings of this research agree with those proposed by several authors: worker satisfaction is directly related to the manager's role, and directly affects several organizational dimensions related to satisfaction (Braun et al., 2013; Misra & Srivastava, 2018; Moslehpour et al., 2022; Ozturk et al., 2021).

The direct effect of the manager's role on co-workers' relationships (H3) can be analyzed considering previous research on the service (Ozturk et al., 2021) and transformational (Braun et al., 2013; Misra & Srivastava, 2018; Yang, 2016) leadership styles. These styles entail greater empowerment for the worker, with their consequent increase in job satisfaction. Likewise, the emotional and ethical competence of managers leads to positive changes at all organizational levels, helps workers to manage themselves emotionally (Moslehpour et al., 2022), and increases the quality of relationships among workers and

the positive perception of the organizational climate (Braun et al., 2013; Den Hartog, 2015; Yang, 2016). The manager can understand feelings and needs, provide emotional support to achieve goals, motivate workers towards a positive internal attitude, and improve the cohesion of the working group from an emotional perspective (Yang, 2016). In addition to transformational or service leadership, managers promote spaces where workers freely express their opinions, accompany them, recognize and value their efforts, promote effective, assertive, and precise communication, and provide constructive and healthy feedback, which leads to increased satisfaction. Thus, manager's behavior is reflected in workers fostering positive relationships among other workers that are conducive to generating respect and trust, dialogue, agreements, and cooperation. Hence, the direct relationship between the manager's role and co-workers' relationships is validated. In effect, fair and equitable standards and workers' relationships promote the effective functioning of organizations, thereby increasing job satisfaction (Omar et al., 2017). Behavior is also replicated downwards and generates both satisfaction in relationships among colleagues and developments in the promotion of welfare and increases in commitment. Furthermore, the model constructed by Braun et al. (2013) determined a positive relationship between transformational leadership in workers both at the individual and team level, and proposed the team as a reliable entity that develops shared perceptions, emphasizing an effect between the motivation and inspiration provided by leader and team performance. For this work, although leadership styles are not explicitly measured, the results confirm the existence of a direct and positive relationship between the manager's role (which includes some behaviors characteristics of certain leadership styles) and co-workers' relationships (which includes teamwork). This leads us to point out the expansion of said concept into a wider area contained within the indicators of the manager's role.

The strong direct influence of the manager's role on labor welfare & promotion (H2) gives rise to welfare activities generated by human resources or other dependencies. These activities should be well received and without stress, and involve promoting spaces for incentives and recognition as well as professional development. This then strongly influences the activities of well-being, and is promoted via the manager's role.

The relationship between the manager's role and promotion is also direct according to Ashraf (2019) and Green and Ayalon (2017), who defined the fact that leaving a job is influenced by aspects such as interaction with the supervisor and a lack of opportunities for promotion and growth. Margolis (2008) proposed the idea that the commitment and empowerment of employees in the workplace is the result of the deep cooperative commitment of managers in all areas to involve, train and develop their employees to achieve the desired level. As a result, managers lead employees towards a particular direction of professional growth – that is, the importance of the manager's role in the development of employees is essential, as was observed in this study. When this is lacking, the work atmosphere changes negatively, turnover intentions increase, and productivity decreases (Ashraf, 2019).

In the case of the work condition dimension (H1), a moderate direct effect of the manager's role was found. These findings also agree with those of other authors; they indicate that physically and environmentally favorable working conditions – where the demand for physical and mental energy is balanced and job stability, workload, and autonomy are en-

sured – have a direct effect on worker satisfaction. The moderate direct effect of the manager's role is understood from the point of view that some of the indicators measured – such as physical conditions, health, and safety – have a slight influence on other indicators, but they depend on those resources that the organization provides and not on the relationship with the manager. Finally, the lack of a relationship between salary and the manager's role shows that workers are aware of the payment systems defined by the organization independently of the managers who lead the processes. This effect may be explained by the fact that, in the public and academic organization investigated, salaries are fixed according to internal standards and the possibility does not exist for them to be improved due to increased productivity or the achievement of goals – as is often the case in private organizations. In this case, the supervisor's evaluation in terms of productivity directly affects salary.

A multi-mediating effect was determined in hypotheses H6 and H7. A mediating effect exists when a third variable or construct intervenes between two other related constructs; that is, a change in the exogenous variable produces a change in the mediating variable or construct, which, in turn, produces a change in the variable or endogenous construct. To define the mediating effect of a variable or construct, direct and indirect effects must first be defined. The direct effect is the relationship between two variables represented by an arrow that joins them, and the indirect effect is a sequence of two or more direct effects among three variables or constructs that are represented by multiple arrows between them (Hair Jr et al., 2021). This mediating effect can be single or multiple; for our study, the analyzed mediating effects are multiple.

The proposed model shows two multiple-mediating effects of three mediating dimensions: co-workers' relationships, work conditions, and labor welfare & promotion. These three dimensions do not affect each other nor influence the task & process and salary dimensions. There are multiple partial mediating effects of the co-workers' relationships and work conditions dimensions on the task & process dimension, reinforcing the influence of the manager's role through those dimensions.

There is a total multiple mediating effect of the work conditions and labor welfare & promotion dimensions on the salary dimension; this also implies no direct influence of the manager's role. No specific research on this interaction of dimensions was found in the bibliographic review; however, Jawaad et al. (2019) found that job satisfaction did not mediate between rewards and organizational commitment due to restrictions in emerging economies, such as the availability of suitable jobs, low job security and financial constraints, which entailed the preservation of jobs despite dissatisfaction. Our socio-economic conditions are similar to those where the aforementioned study was applied; therefore, a non-direct or strong mediation effect was observed, but a moderate and weak influence of working conditions and labor welfare & promotion was found.

## **6. Implications and Conclusion**

There are a number possible theoretical contributions from this article. First, a small number of articles relate holistically to the manager's role and focus on determining the effect on some specific dimensions. Our research aims to contribute to understanding the

dimensions of job satisfaction from a general view since it includes six dimensions. In other words, our research provides a broader view of the interaction between those dimensions and determines their interrelationships. Secondly, this research explains the relationship between the manager's role and five general dimensions: salary, work conditions, co-workers' relationships, labor welfare & promotion, and task & process. As explained above, empirical evidence is provided on the significant influence of the manager's role on four of the five organizational dimensions investigated. The proposed model conceptualizes the direct effects and mediations among them. These results are consistent with the findings on the direct influence of the manager's role and expand its area of influence. Third, this research contributes to the empirical determination of the multiple mediating effects of work conditions, co-workers' relationships, and task & process, which have not been previously evidenced. In addition, the full multiple mediation effects of work conditions and labor welfare & promotion on the aspect of salary were observed, and the satisfaction of the latter does not depend on the manager's role. Fourth, this study contributes to conceptualizing the manager's role, and can be extended to public universities. Our research is one of the few that empirically demonstrates the impact of the manager's role in the organization from a systemic perspective in higher educational academic organizations.

Regarding practical implications, we can then conclude as follows. First, the result of this study finds that the dimensions determined to measure job satisfaction – such as work conditions, co-workers' relationships, labor welfare & promotion, and task & process – are strongly dependent on the manager's role. This is an important finding for public universities and other organizations in academic areas. It can also be used to guide human resources policies in the selection and hiring of managers who have developed the following soft skills: (1) ease of expressing their opinions and being listened to; (2) recognition of superiors; (3) knowledge of the importance of their work; (4) confidence; (5) performance; (6) accompaniment of their boss; (7) precision; (8) assertiveness in the instructions; and (9) effective feedback. Secondly, being an academic organization, a university is designed to promote experiential training for its directors, supervisors, and members in management positions. As such, it should promote the development and well-being of workers with a focus on the growth of the organization, and also define a leadership style leading to unification within the organizational culture. The possibility of offering this same training to other educational institutions and companies from different sectors is then potentially opened. Third, given the importance of the manager's role on all organizational dimensions, this contribution can initiate reflection in the people who exert influence in organizations, and with it, the characteristics of positive leadership styles that empower staff may be elucidated, providing appropriate ideas to the organization. As widely recommended by different investigations, such styles are transformational regarding service quality.

## **7. Limitations and Future Research**

The first limitation of this study is related to the research sample: it consisted of workers within a Colombian public university that voluntarily participated in this study.

Therefore, an organization belonging to this particular economic sector could use our results, albeit harboring some reservations about the representativeness of the research sample, particularly when casting some general conclusions. However, it should be noted that this research is worth taking into consideration since it is based on 364 employees' assessments, which is a respectable sample size. The second limitation is that the research was carried out during the COVID-19 pandemic, and workers' motivation, needs, life projects, and priorities could have changed.

Finally, further research should explore the validity of our model in other economic sectors or perform important satisfaction with partial or thorough measurements in similar dimensions. This should take place both before and after experiential training carried out on managers, and could thus empirically support the proposed theoretical implications.

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