



RESEARCH ARTICLE / ARAŞTIRMA YAZISI

# The Moderating Role of Generations in the Effect of General Life Satisfaction on Psychological Ownership Via Psychological Well-Being

## Genel Yaşam Memnuniyetinin Psikolojik İyi Oluş Aracılığıyla Psikolojik Sahiplenme Üzerindeki Etkisinde Kuşakların Düzenleyici Rolü

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### Abstract:

This comprehensive study examines the complex relationship between individuals' overall life satisfaction and their psychological ownership. The primary aim is to investigate the mediating role of psychological well-being in this relationship and the moderating effect of generational differences. The main assumption of the study is that higher life satisfaction increases psychological well-being, which, in turn, strengthens employees' psychological ownership of their organizations. The study sample consisted of 386 employees working in public and private healthcare institutions in Konya province. Data were collected through face-to-face surveys. SPSS Process Macro software was used to analyze the quantitative data to examine relational and mediating effects. In this context, Hayes' Model 58 was employed to test whether the indirect effect of life satisfaction on psychological ownership varies across generations, with psychological well-being as the mediator. The results indicate that general life satisfaction has a statistically significant and positive effect on both psychological well-being and psychological ownership. Furthermore, psychological well-being partially mediated the relationship between life satisfaction and psychological ownership. In addition, generational differences were shown to play a significant moderating role in this model. Specifically, the conditional indirect effect was significant for both Generation X and Generation Y employees, with stronger effects observed in Generation X. These findings highlight the importance of considering generational dynamics in organizational practices aimed at enhancing employee satisfaction and strengthening psychological ownership.

**Keywords:** General Life Satisfaction, Psychological Well-being, Psychological Ownership

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**Öz:**

Bu kapsamlı araştırma, bireylerin genel yaşam memnuniyeti ile psikolojik sahiplenme düzeyleri arasındaki karmaşık ilişkiyi detaylı bir şekilde incelemeyi amaçlamaktadır. Çalışmanın temel odağı, bu ilişkide psikolojik iyi oluşun aracı rolünü ve aynı zamanda kuşak farklılıklarının düzenleyici etkisini ayrıntılı biçimde ortaya koymaktır. Araştırmanın temel varsayımı, bireylerin yaşamlarından duydukları memnuniyetin yükselmesinin, onların psikolojik iyi oluş düzeylerini de artırarak, nihayetinde çalıştıkları örgütlerine yönelik duydukları psikolojik sahiplenme duygusunu da önemli ölçüde güçlendireceği yönündedir. Çalışmanın örneklemini Konya ilinde faaliyet gösteren hem kamu hem de özel sağlık kurumlarında görev yapan toplam 386 çalışan oluşturmaktadır. Veriler, katılımcılarla gerçekleştirilen yüz yüze anket yöntemiyle toplanmıştır. Elde edilen nicel verilerin analizinde, ilişki ve aracılık etkilerini incelemek üzere SPSS Process Macro yazılımı kullanılmıştır. Bu kapsamda Hayes'in Model 58'i tercih edilerek, genel yaşam memnuniyetinin psikolojik sahiplenme üzerindeki dolaylı etkisinin, aracı sürecin hem yaşam memnuniyetinin psikolojik iyi oluş üzerindeki etkisi hem de psikolojik iyi oluşun psikolojik sahiplenme üzerindeki etkisi aşamalarında kuşak farklılıklarına bağlı olarak değişip değişmediği test edilmiştir. Analizler sonucunda elde edilen bulgular, genel yaşam memnuniyetinin hem psikolojik iyi oluş hem de psikolojik sahiplenme üzerinde istatistiksel olarak anlamlı ve pozitif bir etkisi bulunduğunu açıkça göstermektedir. Daha da önemlisi, psikolojik iyi oluşun yaşam memnuniyeti ile psikolojik sahiplenme arasındaki ilişkide kısmi aracılık etkisine sahip olduğu kesinleşmiştir. Bununla birlikte, beklenen şekilde, kuşak farklılıklarının bu ilişkiler modelinde düzenleyici bir rol üstlendiği tespit edilmiştir. Bu düzenleyici etkinin hem X kuşağı hem de Y kuşağı çalışanlar açısından istatistiksel olarak anlamlı düzeyde gerçekleştiği belirlenmiştir. Bu sonuçlar, örgütlerin çalışan memnuniyetini artırarak sahiplenme duygusunu güçlendirmesi için kuşak dinamiklerini göz önünde bulundurması gerektiğini ortaya koymaktadır.

**Anahtar Kelimeler:** Genel Yaşam Doyumu, Psikolojik İyi Oluş, Psikolojik Sahiplenme.

**Introduction**

The demand for healthcare services is increasing every day. According to the 2023 Ministry of Health Health Statistics, the average number of doctor visits per person per year is 11.4. The number of visits may vary by income level, transportation options, and educational status (Akar and Arıkan, 2023). The increasing demand for healthcare has brought with it many negative consequences, such as violence in healthcare. It is stated that incidents of violence in healthcare have been increasing steadily in recent years (Turkish Medical Association, 2024). Rossi et al. (2023) cite high stress levels, long working hours, dealing with patients with a history of violent behavior, lack of communication, dissatisfaction with treatment and service attitudes, etc., as reasons for the increase in violence incidents.

Increasing violence, long working hours, and high stress can negatively affect the psychological health of healthcare personnel. Physician burnout levels range from 36.5% to 60.0% (Shakir, McPheeters, Shallwani, Pittari, and Reynolds, 2018). Other psychological conditions that organizational conditions can affect are life satisfaction and psychological well-being. Life satisfaction is an individual's overall assessment of their life, which includes both cognitive and emotional elements (Veenhoven, 1996). Individuals with high life satisfaction are seen to have a more positive attitude towards their work and organization, with increased feelings of organizational commitment and belonging. Life satisfaction can be influenced by macro-level (e.g., income), meso-level (e.g., autonomy), and micro-level (e.g., social support) factors (Veenhoven, 2015). Psychological well-being, on the other hand, goes beyond happiness and encompasses self-acceptance, personal growth, life purpose, positive relationships, environmental mastery, and autonomy (Ryff, 1995). In healthcare, high psychological well-being enables employees to cope with stress, remain committed to their work, and establish positive relationships with colleagues and patients. Study results have revealed

significant relationships between organizational factors and life satisfaction and psychological well-being (Köylü & Gündüz, 2019; Taşpınar & Eryeşil, 2021; Urgan & Küsbesi, 2022).

The dependent variable in the study, psychological ownership, refers to employees' ownership of their organizations and their commitment to the organization's goals. Employee behavior and performance play an important role in an organization's success or failure. The study's results demonstrate a positive relationship between psychological ownership and job performance (Pierce & Delbecq, 1977; Chi & Han, 2008; Taşdemir, Ceyhan & Çıkmaç, 2022).

The study's moderating variable is generations. A generation is a group of people born in a specific period and sharing similar life experiences (Kerse, 2016). Strauss and Howe (1991) divided people into generations based on their birth years. The common classification is: Silent Generation, Baby Boom Generation, Generation X, Y, and Z. Organizational behavior literature shows that generations have different work values. Since employees from the X and Y generations play a large role in today's business world, these generations were treated as moderating variables in the study.

The study investigated the effect of life satisfaction on psychological ownership through psychological well-being, and the moderating effect of healthcare workers' age cohort on this effect. It is thought that individuals with high life satisfaction can commit more to their organizations and feel greater ownership. Psychological well-being is thought to mediate this effect positively. There are many demographic characteristics that affect the relationships among variables affecting organizational life. One of these variables is undoubtedly generation, which varies by individuals' birth years. In this context, it is thought that generational differences moderate the relationship among the three variables. Based on this

theoretical framework, the following research hypotheses were developed.

H1: General life satisfaction has a positive effect on psychological well-being.

H2: Psychological well-being has a positive effect on psychological ownership.

H3: General life satisfaction has a positive effect on psychological ownership.

H4: Generations moderate the effect of general life satisfaction on psychological well-being.

H5: Generations moderate the effect of psychological well-being on psychological ownership.

H6: Generations have a moderating role in the effect of general life satisfaction on psychological ownership through psychological well-being

## Method

This study examines the moderating role of generations in the effect of general life satisfaction on psychological ownership, mediated by psychological well-being. The research model, population, sample, measurement tools, and analysis methods are presented. Both direct and indirect effects were measured, and the moderating role of

generations was tested. Ethics committee approval was obtained (dated August 12, 2024; no. 2024/10), and data were collected from voluntary participants.

## Population And Sample

According to the Turkish Health Statistics Yearbook (Ministry of Health, 2022), Konya province has 22,909 health workers, while the number of other personnel is unknown. Employees from health institutions that permit the use of scientific data were included in the study. The sample was selected using simple random sampling, and data were collected face-to-face. A total of 500 questionnaires were distributed, of which 390 were returned. Six questionnaires were excluded from the analyses: three due to incomplete responses and three due to response bias, as all items were answered identically. Consequently, the final sample consisted of 384 participants, which was determined to be sufficient to represent the population at a 95% confidence level with a 5% margin of error (Gürbüz & Şahin, 2018, p. 130). In this study, "Healthcare Personnel" refers to clinical staff such as physicians, nurses, and other healthcare professionals directly involved in patient care, whereas "Other Personnel" includes non-clinical staff such as administrative, technical, and support service employees working in healthcare institutions. Participant characteristics are presented in Table 1.

**Table 1.** Demographic Findings

Characteristics	Variables	F	%
Gender	Male	108	28
	Female	278	72
Employment Status	Healthcare Personnel	282	73.1
	Other Personnel	104	26.9
Education Level	Primary-Second Education	99	25.6
	Associate Degree	104	26.9
	Bachelor's-Master's Degree	183	47.4
Generations	Generation X (1965-1980)	65	16.8
	Generation Y (1981-2000)	321	83.2
Total		386	100

Table 1 indicates 72% female, 73.1% health staff, 47.4% with bachelor's/master's, and 83.2% Generation Y.

## Research Model

This research aims to examine the mediating and moderating effects in the proposed model. While various factors can mediate the influence of the independent variable on the dependent variable, this effect may also vary across generations, defined by birth years. The mediating effect explains how the independent variable influences the dependent variable through an intermediary, while the moderating effect changes the strength or direction of this relationship (Gürbüz, 2019, p. 18-19).

In this study, Model 58 from Hayes' PROCESS Macro software was used, which allows for the simultaneous testing of mediation and moderation effects (Hayes, 2022). Model 58 is a moderated mediation model in which the

impact of the independent variable (X) on the mediating variable (M) and of the mediating variable (M) on the dependent variable (Y) are simultaneously moderated by the same moderator variable (W). In this context, the study examines the mediating role of psychological well-being in the relationship between healthcare workers' general life satisfaction and psychological ownership levels, and whether this mediation process varies across generations. In other words, it is hypothesized that generations moderate both the effect of general life satisfaction on psychological well-being and the impact of psychological well-being on psychological ownership. Thus, the study tests whether the indirect effect of general life satisfaction on psychological ownership differs across generations. The proposed research model is presented in Figure 1.

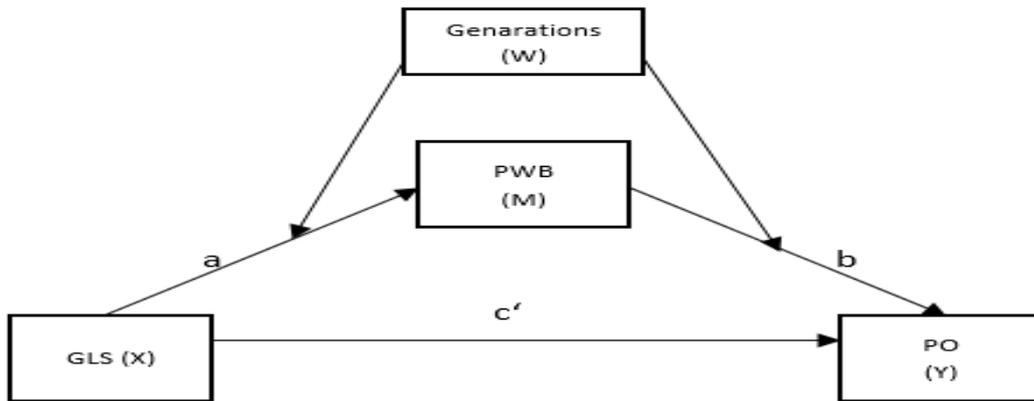


Figure 1. Research Model (Hayes Model 58)

**Data Collection Tools**

Psychological ownership was measured using the seven-item, one-dimensional scale by Van Dyne and Pierce (2004), adapted into Turkish by Demirkaya and Kandemir (2014). The five-point Likert scale includes six positive and one negative statement. General life satisfaction was measured with Diener, Emmons, Larsen, and Griffin's (1985, p. 7) scale, adapted by Köker (1991), using a 7-point Likert scale with five items. Psychological well-being was measured with an eight-item, seven-point Likert scale by Diener, Napa Scollon, and Lucas (2009a, 2009b), adapted by Telef (2013). Generations were classified using Kerse (2016): 1981–2000 as Generation Y, 1695–1980 as Generation X.

**Data Analysis**

Data were analysed using SPSS 22. Normality was checked via skewness and kurtosis; structural validity via exploratory factor analysis; reliability via Cronbach's Alpha. Hypotheses were tested using Hayes' PROCESS Macro (model 58), which provides mediator and moderator analyses with 95% confidence intervals via

Bootstrap, yielding more reliable results (Gürbüz, 2019). Mediators explain how and why the independent variable affects the dependent variable, while moderators influence the strength of the relationship (Gürbüz, 2019).

**Reliability Analyses of the Scales**

The measurement instruments used in this study are well-established scales with established validity. Therefore, no additional validity analysis was conducted. The reliability of the scales was assessed using Cronbach's Alpha coefficients (Gürbüz & Şahin, 2018). The Cronbach's Alpha coefficient was found to be 0.903 for the psychological ownership scale, 0.906 for the psychological well-being scale, and 0.902 for the general life satisfaction scale. These values indicate a high level of internal consistency and reliability (Kayış, 2010).

**Results**

**Testing Hypotheses**

Before testing the hypotheses, the correlations between the variables were examined and presented in Table 2.

Table 2. Correlation Analysis of Variables

Variables	1	2	3	4
Generation	1	-.057	-.050	-.060
General Life Satisfaction	-.057	1	.722**	.389**
Psychological Well-Being	-.050	.722**	1	.400**
Psychological Ownership	-.050	.722**	.400**	1

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

The study hypotheses were tested using Model 58 of Hayes' PROCESS Macro for SPSS, which employs the bootstrap technique for mediator and moderator analyses (Gürbüz, 2019). The 95% confidence interval (CI) indicates whether a relationship is supported; if it does not include zero, the hypothesis is supported (Hayes & Preacher, 2014). To examine the moderating role of

generational differences (Generation X vs. Y) on the effect of general life satisfaction on psychological ownership via psychological well-being, regression results based on bootstrap analysis are presented. First, results for the model including psychological ownership, presence at work, and marital status are shown in Table 3.

**Table 3.** Regression Analysis Results Related to Psychological Well-Being

Dependent Variable: Psychological Well-Being	<i>b</i>	SE	<i>t</i>	<i>p</i>	LLCU	ULCI
General Life Satisfaction (X)	.939	.148	6,338	.000	.648	1,230
Generation (W)	.620	.388	1.598	.111	-.143	1.383
X.W.	-.144	.0810	-1.774	.077	-.303	.016

**R= ,724 R<sup>2</sup>= ,525, n=386, p ,000**

LLCI: Lower Limit Confidence Interval, ULCI: Upper Limit Confidence Interval

The model examining the effect of general life satisfaction on psychological well-being is statistically significant. Regression analysis showed that predictor variables explained 52% of the variance in psychological well-being ( $R^2 = 0.525$ ). Table 2 shows that general life satisfaction significantly affects psychological well-being ( $b = 0.939$ ; 95% CI [0.648, 1.230];  $t = 6.338$ ;  $p < 0.001$ ), supporting H1. Generational differences had no significant effect on psychological well-being ( $b = 0.620$ ; 95% CI [-0.143,

1.383];  $t = 1.598$ ;  $p > 0.05$ ), and the interaction between general life satisfaction (X) and generation (W) was also insignificant ( $b = -0.144$ ; 95% CI [-0.303, 0.016];  $t = -1.774$ ;  $p > 0.05$ ), rejecting H4.

Results for the model, including psychological well-being, general life satisfaction, generation, and psychological ownership, are shown in Table 4.

**Table 4.** Regression Analysis Results Related to Psychological Ownership

Dependent Variable: Psychological Ownership	<i>b</i>	Se	<i>t</i>	<i>p</i>	LLCU	ULCI
General Life Satisfaction (X)	.106	.035	3.034	.003	.037	.175
Psychological Well-Being (M)	.171	.125	1.364	.173	-.075	.418
Generation (W)	.026	.327	.079	.937	-.618	.669
Int (M.W)	-.019	.064	-.299	.765	-.146	.107

**R= ,4269, R<sup>2</sup>= ,1823, n=386, p ,000**

The model examining the effect of psychological ownership on psychological well-being is significant. Regression results showed predictors explained 18% of the variance in psychological ownership ( $R^2 = 0.182$ ). Table 3 shows that general life satisfaction positively affects psychological ownership ( $b = 0.106$ ; 95% CI [0.037, 0.175];  $t = 3.034$ ;  $p < 0.05$ ), supporting H3.

Psychological well-being did not have a significant overall effect on psychological ownership ( $b = 0.171$ ; 95% CI [-0.075, 0.418];  $t = 1.364$ ;  $p > 0.05$ ), rejecting H2. Generational differences alone also did not significantly affect psychological ownership ( $b = 0.0259$ ; 95% CI [-0.618, 0.669];  $t = 0.079$ ;  $p > 0.05$ ), and the interaction between psychological well-being (M) and generation (W) was not significant ( $b = -0.019$ ; 95% CI [-0.146, 0.107];  $t = -0.299$ ;  $p > 0.05$ ), rejecting H5.

However, when examining the conditional indirect effects, the mediating role of psychological well-being was significant for both Generation X ( $b = 0.121$ ; 95% CI [0.019, 0.229]) and Generation Y ( $b = 0.086$ ; 95% CI [0.038, 0.135]), with stronger effects in Generation X. Furthermore, the direct impact of general life satisfaction on psychological ownership remained significant ( $b = 0.106$ ; 95% CI [0.037, 0.175];  $t = 3.034$ ;  $p < 0.05$ ). These results support H6, indicating that the effect of general life satisfaction on psychological ownership via psychological well-being varies by generation, with the effect stronger for older participants.

## Discussion

This study examined the effect of general life satisfaction on psychological ownership through psychological well-being and the moderating role of generations in this process. The data obtained within the scope of the research were analysed by means of Process Macro (SPSS).

According to the findings obtained as a result of the analysis; The effect of general life satisfaction on psychological well-being is statistically significant. As the general life satisfaction of individuals increases, their psychological well-being levels also increase. According to Lyubomirsky, King and Diener (2005), there is a strong relationship between individuals' happiness levels and general life satisfaction. Individuals' satisfaction with life is directly related to their psychological well-being (Diener, Scollon & Lucas, 2009). According to the results of Steel, Schmidt and Shultz (2008), the effect of psychological well-being on life satisfaction is more pronounced in individualistic cultures, while social support systems are more effective in patriarchal societies. Optimism is one of the personality traits associated with subjective well-being. Recent research also confirms that multidimensional well-being predicts job satisfaction and reduces distraction in organisational settings (Fung, Chan Lam, Wong & Leung, 2024).

The effect of psychological well-being on psychological ownership was found to be statistically insignificant. This situation shows that employees' psychological well-being does not directly increase their sense of psychological

ownership. Van Dyne and Pierce (2004) argued that employees' psychological well-being will increase their psychological ownership, similarly Avey, Luthans & Jensen (2009) argued that employees with high psychological well-being levels feel more belonging to their organizations and own their jobs. However, recent studies emphasise that psychological ownership develops more strongly in contexts where HR practices support autonomy and participation (Rashid, 2025).

The effect of general life satisfaction on psychological ownership is statistically significant. The psychological ownership levels of employees with high general life satisfaction increase. Pierce, Kostova & Dirks (2003) suggest that employees' general level of happiness and life satisfaction may increase their sense of ownership towards their organizations. Mayhew, Ashkanasy, Bramble & Gardner (2007), in their study on the antecedents and consequences of psychological ownership, suggested that the existence of high life satisfaction is not enough for employees to feel psychological ownership if they do not feel valued in the organisation. This is also consistent with newer findings showing that psychological ownership among younger and millennial employees is closely tied to supportive organisational climates (Nguyen, Vo & Chen, 2024).

Generational differences did not have a moderating effect on psychological well-being. In other words, there was no significant difference between Generations X and Y in terms of the effect of general life satisfaction on psychological well-being. Ryff & Keyes (1995), in their study on the sub-dimensions of psychological well-being, found that the personal growth dimension decreased with age, but the purpose in life and autonomy dimensions increased with age. Büyükyılmaz & Acar (2022) examined the psychological well-being levels of psychologists working in penal institutions and found that psychological well-being levels increased with increasing age. At the same time, recent studies warn that psychological ownership may have both positive and negative (ambivalent) outcomes, depending on organisational support (Kim & Chung, 2023; Yu, Lin & Doty, 2024).

The moderating effect of generation difference on psychological ownership was not found to be significant. There is also no significant difference between generations in the effect of psychological well-being on psychological ownership. Polat and Köse (2024) examined the psychological ownership levels of 386 health care workers and found that the psychological ownership levels of health care workers increased with increasing age. Beğenirbaş, Gökmen and Yalçın (2021) examined the effect of professional identification and psychological ownership levels of service sector employees on job shaping behaviours. According to the results of the study, as the age of service sector employees increases, their psychological ownership levels also increase.

The moderating role of age in the effect of general life satisfaction on psychological ownership through psychological well-being is significant. It was found that this effect was stronger in Generation X employees. This finding can be interpreted as that as the age increases; employees' general life satisfaction increases the sense of psychological ownership more through psychological well-being. Parvizi and Özabacı (2022) examined the relationship between psychological well-being and life satisfaction levels of university students. As a result of the

research, a moderate, positive and significant relationship was found between psychological well-being and life satisfaction. According to Demir and colleagues (2021), a positive and moderate relationship was found between life satisfaction and psychological well-being. Kalmaz and Tozkoparan (2020) examined the effect of psychological ownership on employees' extra role behaviours. Within the scope of the research, the effect of age on psychological ownership was examined, and no significant difference was found in psychological ownership levels with increasing age.

## Conclusion

Research findings generally indicate that overall life satisfaction has positive effects on psychological well-being and psychological ownership. Increased life satisfaction among employees contributes to them feeling better psychologically and developing a stronger sense of belonging to their organizations (Lyubomirsky, King & Diener, 2005; Pierce, Kostova & Dirks, 2003). However, the weak direct effect of psychological well-being on identification indicates that this relationship is shaped by organizational context and support systems (Avey, Luthans & Jensen, 2009). The fact that the age variable moderates this process, particularly for Generation X, demonstrates that life experience and maturity are important factors that strengthen a sense of ownership.

## Recommendations

Organizations should invest in programmes that enhance employees' overall life satisfaction. This is because employee well-being and life satisfaction are directly linked to work outcomes such as job satisfaction and reduced distractibility (Fung et al., 2024).

Strengthening the alignment between employees' individual goals and organizational goals should be supported by ongoing career discussions. Research shows that psychological ownership is related to organizational commitment and that, especially for millennial employees, this relationship occurs through job satisfaction (Nguyen et al., 2024).

Mechanisms that support psychological well-being should be established (e.g., flexible working, social support, leadership support). This is because when employees' well-being increases, organizational performance also improves, laying the groundwork for a sense of ownership (De Neve, Kaats & Ward 2024).

Generation-specific (particularly for Generation X) practices that enhance ownership and motivation should be developed. Research has shown that ownership effects increase with age and experience; accordingly, it is recommended that experienced employees be included in decision-making processes. At the same time, it should be noted that psychological ownership can sometimes turn into 'uncontrolled ownership' rather than remain solely positive (Yu et al., 2024).

Human resources practices should be reviewed, with a focus on establishing structures that foster strong psychological ownership. For example, elements such as increased participation, task autonomy, and feedback systems can strengthen psychological ownership (Rashid, 2025).

## Declarations

### Ethics Committee Approval

The research was conducted in accordance with ethical principles and obtained ethical committee approval from the relevant institution (Selçuk University, Beyşehir Ali Akkanat Faculty of Business Administration, Scientific Ethics Evaluation Committee; approval dated August 12, 2024, No. 2024/10). Upon receipt of ethics committee approval, the data collection process was initiated, and all participants voluntarily provided their responses after being informed of the research's purpose and their rights.

### Conflict of Interest

The author declares that there is no conflict of interest in this article.

## Author's Contributions

Assoc. Prof. Dr. Pınar Erdoğan: She led the development of the research model and methodology, formulated the main hypotheses, and conceptualized the study. She was also responsible for performing statistical analyses of the collected data, interpreting the findings, and finalizing the article (including critical revision). She wrote the introduction and literature review.

Assoc. Prof. Dr. İlknur Çevik Tekin: She managed the process of obtaining the necessary ethical approval for the study and led the collection of research data (survey applications).

She wrote the hypothesis development section by revealing the theoretical connections between the research variables. She wrote about the discussion, conclusion, and recommendations.

All authors reviewed and approved the final version of the article.

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