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AN EMPIRICAL STUDY ON DETERMINATION OF RELATIONSHIP BETWEEN INDIVIDUAL CHARACTERISTICS AND JOB SATISFACTION

BİREYSEL ÖZELLİKLER İLE İŞ TATMİNİ ARASINDAKİ İLİŞKİNİN BELİRLENMESİNE YÖNELİK AMPİRİK BİR ÇALIŞMA

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Abstract

In today's market conditions, the importance of competition has increased for employees, which has made the harmony between employees and job even more important. In simple terms, job satisfaction is defined as the satisfaction that the employee derives from his job. This study was conducted to determine individual characteristics that affect job satisfaction levels of employees of companies operating in the automotive industry in Şanlıurfa. 109 employees who are working in automotive industry in Şanlıurfa participated in the survey of study and after elimination of incorrect and incomplete surveys as a result of the evaluation, it was found that there are 105 surveys suitable for analysis. Frequency distribution, Factory Analysis and Reliability Analysis were made. T-test was made in order to determine whether there is any difference between the groups of gender and labor type in terms of job satisfaction level. Kruskal-Wallis H test was used to determine whether there is a significant difference among the age groups, educational status, position in the company, duty and term of employment in terms of job satisfaction level. As a result of analyses, it was found that there is difference in job satisfaction levels of employees by their gender, but there is no difference in job satisfaction levels of employees by their age, educational status, labor type, position in the company, duty and total term of employment in the company.

Keywords: Satisfaction, Job Satisfaction, Individual Factors, Job, Demographic

Factors

Öz

Günümüz pazar koşullarında rekabetin önemi çalışanlar nezdinde artmış, bu da çalışanlar ile iş arasındaki uyumun daha da önemli olmasına neden olmuştur. İş tatmini en öz haliyle, çalışanın yaptığı işten duyduğu memnuniyet olarak tanımlanmaktadır. Bu araştırma, Şanlıurfa otomotiv sektöründe faaliyet gösteren firmaların çalışanlarının iş tatmin düzeylerine etki eden bireysel özelliklerin belirlenmesi amacıyla yapıldı. Çalışmaya yönelik hazırlanan anket, Şanlıurfa otomotiv sektöründe çalışan 109 kişiye uygulandı ve yapılan değerlendirme sonucunda eksik ve hatalı doldurulan anketlerin elenmesiyle, analize elverişli anket sayısı 105 olarak saptanmıştır. Frekans dağılımları, Faktör Analizi ve Güvenirlilik Analizi yapıldı. İş tatmini düzeyi açısından cinsiyet ve çalışma türü grupları arasında farklılığın olup olmadığını belirlemek amacıyla T-testi yapılmıştır. İş tatmini düzeyi açısından yaş grupları, eğitim durumu, firmadaki pozisyon, görev ve çalışma süresi arasında anlamlı bir farklılığın bulunup bulunmadığını belirlemek amacıyla Kruskal Wallis H Testinden yararlanılmıştır. Yapılan analizler sonucunda çalışanların cinsiyeti açısından iş tatmin düzeylerinde farklılık olduğu ve çalışanların yaşı, eğitim düzeyi, çalışma türü, firmadaki pozisyonu, firmadaki görevleri ve firmadaki toplam çalışma süreleri açısından iş tatmini düzeylerinde bir farklılık olmadığı tespit edildi.

Anahtar Kelimeler: Tatmin, İş Tatmini, Bireysel Faktörler, İş, Demografik Faktörler

INTRODUCTION

When social and cultural environment in which individuals live is considered, it is understood that they are under the influence of many sentiments and value judgments. There are many areas that affect the level of satisfaction. Individual characteristics, working conditions of individuals, and many job-related factors also affect job satisfaction levels. Working life is a social environment in which individuals are engaged in physical and mental activities with the role of employee. The importance of working life cannot be ignored when it is considered in the context of term of employment and the income earned.

One of the reasons for why the concept of satisfaction, which is in general expressed as the emotional reaction of employees to their job, is that it is related to life satisfaction, which directly affects the individual physically and psychologically. Another reason is that job satisfaction and productivity are directly related.

Today, the ability of businesses to survive with increasing competition depends on the ability of management to properly manage behaviors and attitudes of employees

related to their job. One of the most important of these behaviors and attitudes is job satisfaction (Gül et al., 2008:7). As an employee, individuals spend a large part of their lives in a work environment and even spend time with their colleagues in their social lives. For this reason, professional life of individuals also affects their private life. Satisfaction of employee in the workplace increases motivation and makes him happy in terms of job and private life. Thus, job is important for and individual not only for the income that will substitute his life but also for his psychology. For these reasons, it is important for businesses to determine the factors that affect job satisfaction levels of participants. This study was conducted to determine the factors that affect job satisfaction levels of individuals who work in the automotive industry in Şanlıurfa.

JOB SATISFACTION

Job satisfaction is a concept that affects organizational performance and productivity and refers to the level of satisfaction employees derive from their job (Sanchez et al., 2004:19). Studied at the center of many researches since 1990s, job satisfaction has

been defined differently by different researchers but has no common definition (Handsome, 2009: 39). The lack of a common definition of job satisfaction is due to the fact that the researches are inadequate in content and contradictory in terms of results (Baş, 2002: 19).

Job satisfaction is defined as the attitude that individual develops towards his job and the situations he has encountered at the job, the perceptions of benefits provided by the job and the emotional response to it (Luthans, 1995: 108). Job satisfaction is the combination of all the psychological, physiological and environmental factors that lead an individual to express his satisfaction with his job (Tanner, 2007: 25). Job satisfaction is the degree to which employees like their jobs (Çetin, 2011: 74). In its best-known meaning, job satisfaction is defined as positive and pleasurable emotional state resulting from the appraisal of one's job or job experiences (Brough & Frame, 2004:8). Herzberg (1965) defines job satisfaction as the feelings of an employee about the content of his job (Öztekin, 2008:6). In another definition, job satisfaction is defined as emotional feelings of an individual only for physical and social situation of the workplace, apart from his job (Trevor, 2001:621).

Job satisfaction has three important aspects (Luthans, 1995:3);

- Job satisfaction is a concept that outweighs with its emotional aspect that cannot be seen but felt only.
- Job satisfaction is about to what extent the outputs meet the expectations.
- Job satisfaction brings with it many related attitudes such as job, wage, management style, and promotion opportunities.

Job satisfaction is of high importance to determine motivation levels of employees, determine the results of human resources practices, determine organizational commitment of employees, obtain views about management, identify necessary improvements, and determine the perspectives of employees

about changes in the organization. Based on the result of job satisfaction measurements, organizations can listen to emotions and thoughts of employees, that is, their voices, know them more closely, prevent them from losing developed manpower, identify a possible crisis in advance, and strengthen the team spirit (Şengül, 2008b: 39).

Human causes are at the top of the reasons why job satisfaction is important. It is suggested that there is a strong relationship between job satisfaction and life satisfaction and this directly affects both physical and mental health of individuals (Yıldırım, 2007: 254-255).

For executives, job satisfaction level of employees is important for three reasons. Firstly, employees with low job satisfaction look for ways to leave work or move to another job as much as possible. Secondly, individuals with higher job satisfaction level are healthier and live longer. Individuals with high job satisfaction level take their happiness beyond work and reflect it on every occasion (Özkalp, 2003: 80).

Nauman (1993) bases job satisfaction on internal and external grounds. Internal job satisfaction is about the work structure and how one feels when doing work. Internal job satisfaction includes factors such as the ability to display one's skills at work, mobility, job performance, the ability to exhibit power and compatibility with one's own ethical values, taking responsibility, workplace safety, ability to use creativity, and social opportunities and social status provided by the job. External job satisfaction includes aspects that are indirectly connected with the job, such as opportunities for promotion, business policies and practices (Şengül, 2008a:47-48; Callaway, 2006:31-32)

According to Luthans (1995), results of job satisfaction are as follows; increased productivity, reduced desire to leave work, reduced attendance, and increased organizational commitment (Dilek, 2005:36). Some of the consequences of low job satisfaction inc-

lude the following: decreased productivity, increased desire to leave work, reluctance to go to work, increased absenteeism, desire to move away from work, decreased loyalty, feelings of inadequacy, increase in recruitment costs and new employee training costs (Luthans, 1995:128-130; Tanner, 2007:29)

FACTORS AFFECTING JOB SATISFACTION

Different results are obtained in the researches that study the relationship between job satisfaction and gender. In terms of job satisfaction, the impact of gender is contradictory and inconsistent. In his study, Somuncuoğlu (2013) found that women are less satisfied than men since they work in unskilled jobs and they are paid less. In some studies, it was found that job satisfaction levels of women are higher than that of men since their expectations from their job are not high (Azar & Henden, 2003; Akçamete et al., 2001; Gazi-oğlu & Tansel, 2002; Baştemur, 2006; Kirel, 1999). Some researchers stated that there is no difference between men and women in terms of job satisfaction (Petty et al., 2005; Alpass et al., 1997).

Different results were obtained in studies that look into the relationship between age and job satisfaction. According to some research results, job satisfaction increases with age (Mack, 2000; Ting 1997; Loke, 2001; Jepsen & Sheu, 2003; Glenn et al., 1977). Some researchers, on the other hand, found that job satisfaction decreases with age (Mottaz, 1987; Barak et al., 2001; Siu, 2002).

Educational level is one of the most important factors affecting job satisfaction. According to some research results, job satisfaction decreases as educational level increases (Petty et al., 2005; Vianen et al., 2003; Abu-saad & İsralowitz, 1992; Keser, 2006).

Job satisfaction levels are high when people start working, and decline with the years passing (Ulusoy, 1993). Job satisfaction levels of individuals increase in parallel with the increase in their years of service (Davis,

1998).

In some studies that researched the relationship between marital status and job satisfaction, it was concluded that married individuals have higher job satisfaction than single individuals (Barak et al., 2001; Sevimli & Işcan, 2005; Noor, 2003). In another study, it was found that single individuals have higher job satisfaction levels compared with the married (Keleş, 2006). On the other hand, a study concluded that there is no relationship between marital status and job satisfaction levels of employees (Brough & Frame, 2004; Mack, 2000).

In studies that were conducted to determine the relationship between nature and features of the work and job satisfaction, it was found that there is a positive relationship between the two (Gillorian et al., 1994; Chiu & Chen, 2005). One of the important factors affecting job satisfaction level is wage. A study found that there is a strong relationship between wage and job satisfaction (Garfinkel, 2005). In the studies conducted, it was concluded that there is a positive relationship between work conditions and job satisfaction (Britt et al., 2001; Arnold & Feldman, 1986; Pearson & Moomaw, 2005; Korunka et al., 2003). In another study, no relation was found between work conditions and job satisfaction (Quaglia et al., 1991).

I. RESEARCH METHODOLOGY

A. Purpose of Study

The purpose of this study is to determine the factors that affect job satisfaction levels of employees of companies operating in the automotive industry in Şanlıurfa. The study is a descriptive research since it researches whether demographic characteristics of participant participants affect job satisfaction level.

B. Sampling Process

The study universe consists of employees of companies operating in the automotive industry in Şanlıurfa. Sampling method is convenience sampling, one of the non-

probability sampling methods. Primary data required for the study were gathered by means of face-to-face survey. The surveys were conducted between 01.11.2016 and 30.11.2016.

C. Data Collection Method and Tool

The questionnaire consists of 2 sections. The first section includes a 20-item scale

that was obtained from the Minnesota Satisfaction Scale to determine job satisfaction levels (Ordun, 2002:214). The second section includes 7 demographic questions about gender, age, education, position in the company, labor type, duty and term of employment of participants. 5-point Likert scale was used to measure job satisfaction level.

D. Research Model and Hypotheses

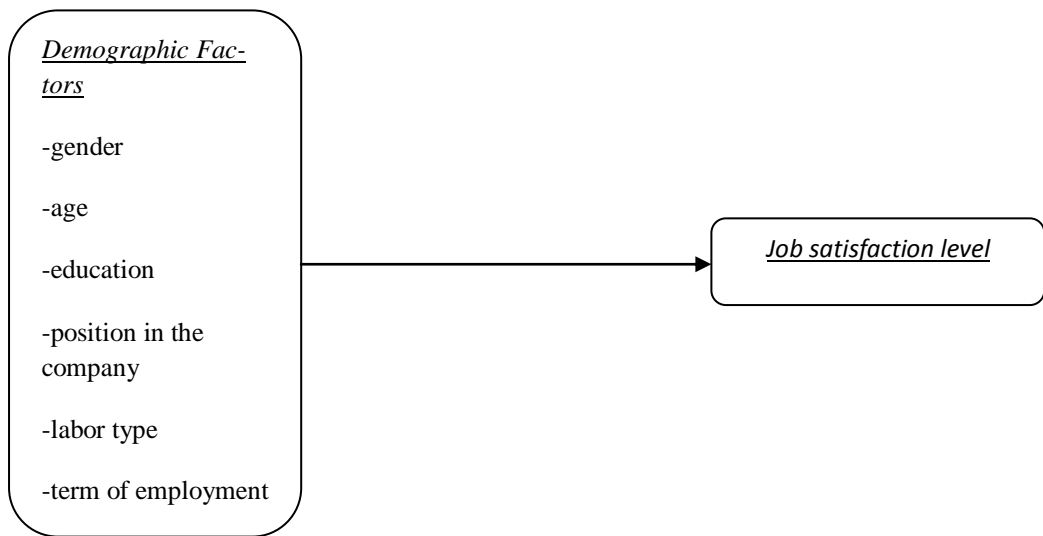


Figure 1. Research Model

The hypotheses that were developed in line with the model and purpose of study are as follows:

H₁: Job satisfaction levels of participants show statistical differences by demographic factor groups.

H_{1a}: Job satisfaction levels of participants show statistical differences by the gender factor.

H_{1b}: Job satisfaction levels of participants show statistical differences by the labor type.

H_{1c}: Job satisfaction levels of participants show statistical differences by the education factor.

H_{1d}: Job satisfaction levels of participants show statistical differences by their position in the company.

H_{1e}: Job satisfaction levels of participants show statistical differences by their age.

H_{1f}: Job satisfaction levels of participants show statistical differences by their duty in the company.

H_{1g}: Job satisfaction levels of participants show statistical differences by their term of employment at the company.

E. Data Analysis

After the elimination of incomplete and incorrectly completed surveys upon the evaluation as a result of survey conducted under the study, it was found that there are 105 surveys which are suitable for analysis. The data obtained as a result of surveys were analyzed using the SPSS software package. Factor Analysis was used in order to research

unidimensionality of scale in the study. Cronbach Alpha Test was used to determine reliability. T-test was made in order to determine whether there is any difference between the groups of gender and labor type in terms of job satisfaction level. Kruskal–Wallis H test

was used to determine whether there is a significant difference among the age groups, educational status, position in the company, duty and term of employment in terms of job satisfaction level.

F. Research Findings

Table 1: Demographics of Participant Individuals

	Frequency	Percentage		Frequency	Percentage
Gender			Educational Status		
Female	65	62	Primary School	16	15,2
Male	40	38	High School	58	55,2
Total	105	100	Associate Degree	25	23,8
			Bachelor Degree	6	5,8
			Postgraduate	-	-
			Total	105	100
Age			Position in the Company		
18-24	17	16,2	Senior management	1	1
25-40	78	74,3	Middle management	4	3,8
41-55	10	9,5	First level management	19	18,1
56 and older	-	-	Non-executive	81	77,1
Total	105	100	Total	105	100
Labor type			Duty		
White collar	51	48,6	Sales & marketing	30	28,6
Blue collar	54	51,4	Accounting/Financial Affairs/Audit/Law	6	5,7
Total	105	100	Human Resources	5	4,8
			Corporate Communication	2	2
			Supply/Technical/R&D	28	26,7
			Production	19	18,1
			Security/Secretary/Administrative Affairs	13	12,4
			Other	2	2
			Total	105	100

			→
Term of employment			
Less than 1 year	15	14,3	
1-5 years	50	47,6	
6-10 years	33	31,4	
More than 10 years	7	6,7	
Total	105	100	

When the demographic characteristics of the participating individuals are examined, 65 (62%) of the participants are female and 40 (38%) are male participants. It is seen that the educational status of the participants participating in the survey is low. The largest group consists of high school educated participants (55.2%). The age range of the respondents is 17-21 (16,2%), 18-24 years, 78 (74,3%), 25-40 years and 10 years (9,5%) are between the ages of 41-55 years. When we look at the positions of participants in the firm, we see that the highest ratio is non-managerial (77.1%). Considering the type of participants, 51 (48.6%) participants were white-collar and 54 (51.4%) were blue-collar workers. When the study period of the participants is taken into

consideration, it is seen that the highest rate is between 47.6% and 1-5 years.

G. Reliability of Research and Factor Analysis

The KMO value (0.873), which tests suitability of data set about attitude towards job satisfaction for factor analysis, is a suitable and perfect value to make factor analysis. Since the Bartlett test significance value, which serves the same purpose as above, is 0.99 and meets the condition of being $p < 0.05$, it was decided that the data are suitable for factor analysis. As a result of the factor analysis that was made to measure job satisfaction levels of individuals, it is seen that the statements in the scale gather under a single dimension.

Table 2: Factor Analysis and Reliability Analysis on Job Satisfaction Scale

Factor	Items	Load Values	Variance Extracted %	Cronbach's Alpha (.927)
	In terms of giving me the freedom to implement my own decisions	,789		
	In terms of implementing business policies	,768		
	In terms of giving me the chance to use my own methods when doing my job	,741		
	In terms of appreciation for a good job that I do	,721		
	In terms of my manager's ability to make decisions	,719		
	In terms of having the chance to do things using my own skills	,697		
	In terms of having the ability to do something for others	,688		
	In terms of providing me with a reliable employment policy			
	For the sake of being able to do different things occasionally	,684		
	In terms of the attitude and behavior of the manager towards his subordinates	,681	60,572	
	From the sense of success I feel in exchange for the job I do			
	In terms of having the opportunity of promotion at the job	,675		
	In terms of giving me the chance to be a "respectable" person in society	,670		
	In terms of working conditions			
	In terms of having the chance to tell individuals what to do	,670		
	In terms of having the opportunity to work alone			
	In terms of having a chance to do things that are not contradictory to my conscience	,662		
	In terms of the work I do and the wages I am paid for it	,639		
	In terms of my colleagues getting along with each other	,621		
	In terms of keeping me always busy			
		,618		
		,605		
		,601		
		,599		
		,552		

KMO = 0,873 Total Variance Extracted = 60,572

H. Testing of Hypotheses

Table 3: Results of t-Test on Job Satisfaction Level by Gender

	N	Mean	T	Sig.
Female	65	4,0548	1,852	,004
Male	40	3,9143		

The independent-samples t-test was made to measure whether there is difference in attitudes of participants towards job satisfaction levels by their gender. Since $p = ,004 < ,005$ as a

result of the t-test by gender, it was found that there is difference among participants in terms of job satisfaction level by their gender. Hypothesis H_{1a} is supported.

Table 4: Results of t-Test on Attitude Towards Job Satisfaction Level by Labor Type

	N	Mean	T	Sig.
White collar	51	3,9343	-1,924	,223
Blue collar	54	4,1139		

The independent-samples t-test was made to measure whether there is difference in attitudes of participants towards job satisfaction levels by their labor type. As a result

of the t-test by labor type, job satisfaction levels of participants do not show difference by their labor type. Hypothesis H_{1b} is rejected.

Table 5: Results of Kruskal-Wallis H Test on Job Satisfaction Level by Educational Status

	Job Satisfaction
Chi-Square	4,470
df	3
Asymp. Sig.	,215

Kruskal-Wallis test was made to measure whether there is difference in job satisfaction levels of participants by their educational status. As a result of the Kruskal Wallis H test

by educational status, it was found that job satisfaction levels of participants do not show difference by their educational status. Hypothesis H_{1c} is rejected.

Table 6: Results of Kruskal-Wallis H Test on Job Satisfaction Level of Participants by Their Position in the Company

	Job Satisfaction
Chi-Square	3,433
df	3
Asymp. Sig.	,329

Kruskal-Wallis H test was made to measure whether there is difference in job satisfaction levels of participants by their position in the company. As a result of Kruskal Wallis H tests by the positions of participants

in the company, it was found that job satisfaction levels of participants do not show difference by their position in the company. Hypothesis H_{1d} is rejected.

Table 7: Results of Kruskal-Wallis H-Test on Job Satisfaction Level by Age

	Job Satisfaction
Chi-Square	,314
df	2
Asymp. Sig.	,855

Kruskal-Wallis test was made to measure whether there is difference in job satisfaction levels of participants by their age. As a result of the Kruskal Wallis test by age, it was

found that job satisfaction levels of participants do not show difference by their age. Hypothesis H_{1e} is rejected.

Table 8: Results of Kruskal-Wallis H Test on Job Satisfaction Level of Participants by Their Duty in the Company

	Job Satisfaction
Chi-Square	13,441
df	7
Asymp. Sig.	,062

Kruskal-Wallis test was made to measure whether there is difference in job satisfaction levels of participants by their duty in the company. As a result of Kruskal Wallis tests by the positions of participants in the com-

pany, it was found that job satisfaction levels of participants do not show difference by their duty in the company. Hypothesis H_{1f} is rejected.

Table 9: Results of Kruskal-Wallis H Test on Job Satisfaction Level of Participants by Their Term of Employment

	Job Satisfaction
Chi-Square	1,698
df	3
Asymp. Sig.	,637

Kruskal-Wallis H test was made to measure whether there is difference in job satisfaction levels of participants by their total term of employment in the company. As a result of Kruskal Wallis tests, it was found that job satisfaction levels of participants do not show difference by their total term of employment in the company. Hypothesis H_{1g} is rejected.

CONCLUSION AND EVALUATION

Defined in simplest terms as the pleasure that employees feel from their job, job satisfaction has become more important as human resources gains significance. Increasing job satisfaction levels of employees is important for businesses that want to gain competitive advantage in a fiercely competitive environment. It is not possible for businesses operating in the automotive sector to stay away from that. Employees with high job satisfaction level will work faster, more effectively and with greater reliability, which, in turn, will increase brand value of the business in the market and thus increase the profitability as well.

The purpose of this study is to determine the factors that affect job satisfaction levels of employees of companies operating in the automotive industry in Şanlıurfa. The study universe consists of employees of companies operating in the automotive industry in Şanlıurfa.

As a result of the analyses that were made in line with the hypotheses of study, it was found that there is a significant difference

in job satisfaction levels of employees by their gender. A parallel result was obtained with some studies conducted in the literature (Azar & Henden, 2003; Akçamete et al., 2001; Gazi-oğlu & Tansel, 2002; Baştemur, 2006; Kirel, 1999). It was also determined that there is no difference in job satisfaction levels of employees by their age, educational status, labor type, position in the company, duty and total term of employment in the company. This finding is contrary to the results obtained in studies in the literature (Mack, 2000; Ting 1997; Loke, 2001; Jepsen & Sheu, 2003; Glenn et al., 1977; Petty et al., 2005; Vianen et al., 2003; Abusaad & İsralowitz, 1992; Keser, 2006; Barak et al., 2001; Sevimli & İşcan, 2005; Noor, 2003; Gillorian et al., 1994; Chiu & Chen, 2005).

This study will serve as a guide for businesses when determining individual factors that cause difference in job satisfaction and defining their human resources policies. Also, findings of this study will contribute to the literature and it is believed that this study may serve as a guide for business owners as well as academicians. Conducting this study in different cities and in different industries with a larger sample universe will be beneficial in terms of comparison and generalization.

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