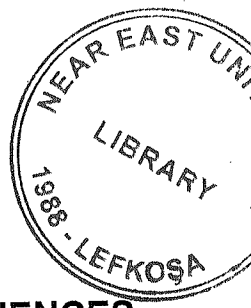


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**FACULTY OF ECONOMIC AND ADMINISTRATIVE SCIENCES**

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**(MAN 400)**

**GRADUATION PROJECT**

**JOB SATISFACTION OF EMPLOYEES IN SMALL BUSINESSES**

**CASES IN THE ŞANLIURFA REGION OF TURKEY**

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**LEFKOŞA**

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## **ABSTRACT**

Job satisfaction explains how people feel about the organization in which they work and the different aspects pertaining to their career (Spector 1997). Employee job satisfaction is an important goal for the success of any organization.

The purpose of this study was to examine the effect job satisfaction of employees in small businesses. The key finding of this study is that job satisfaction is strongly associated with personal characteristics of employees surveyed for this paper.

This study would be conducted in selected small business (factories) in Şanlıurfa in Turkey. The information would be collected true questionnaire administrate to employees.

This paper offers realistic suggestions to the employees of small businesses for how to enhance the job satisfaction of their most valuable employees.

**Keywords:** Job satisfaction, Employees, Small businesses, Şanlıurfa

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The organization of the study is as follows:

This study aims to measure the employees' job satisfaction in small businesses. There are six chapters in this study:

Chapter one discussed problem formulation. This chapter also focused on the objective of the study and statement of topic.

Chapter Two summarises two main streams of literature. Literature review focused on explaining job satisfaction, importance of job satisfaction, dimensions of job satisfaction, theories of job satisfaction, organizational size, individual characteristics and independent variables.

Chapter Three discusses the conceptual framework and model, which arise from the literature surveyed in Chapter Two. This chapter also focuses on developing questions formulated drawn from the model.

Chapter four describes the research methodology employed in this study, which includes research design, data collection procedures, questionnaire development, measure used, data preparation procedures, and the proposed statistical analysis.

Chapter Five depicts the results obtained from the questionnaire carried out on the subjects of the sample.

The objectives of the final chapter are to highlight the contributions that have been made by this study and to provide recommendations.

# **SECTION I**

## **PROBLEM FORMULATION**

### **1.1 Introduction**

This section attempts to set the terms in relation to statement of of topics, the problem situation, the problem statement and objectives of the study.

### **1.2 Statements of Topic**

Smith, Kendall, and Hulin (1969) define job satisfaction as the feeling that a worker has about his or her job. Their definition corresponds both with the worker's concept of meaning of the word and with the definition implied by research workers investigating the phenomena of satisfaction. Many organizations monitor job satisfaction because of its presumed direct relationship to the short-term goals of increased productivity, and reduced absences, mistakes and turnover. Turnover is costly to the organization in terms of money, lost productivity, and the impact it has on coworkers who remain with the organization (Michaud, 2000). Every possible effort should be undertaken to reduce the amount of turnover. As well as to work on the issues of productivity, absences, and job related mistakes.

Several studies have suggested that job satisfaction can be affected by three major factors: (1) factors relating to work setting; (2) factors relating to specific aspect of jobs; and (3) factors associated with the individuals involved (Baron, 1986).

### **1.3 The Problem Situation**

The purpose of this study is to analyze the nature of job satisfaction in small businesses and general motivational factors and overall job satisfaction. This paper proposes to investigate the job satisfaction of employees in small businesses in Şanlıurfa. The study also summarizes the factors that affect job satisfaction of employees. The research to be undertaken will give us the chance to understand job satisfaction of employees in small businesses in Şanlıurfa.

### **1.4 The Problem Statement**

The purpose of this study is to summarize the investigation to be made about the job satisfaction of employees in small businesses in Şanlıurfa.

### **1.5 Objective of the Study**

To following objectives are formulated for the purpose of this study.

- To depict the current theory on job satisfaction of employees in general and in small businesses in particular
- To identify the variables influencing the job satisfaction of employees in small businesses
- To measure and describe the small business employees' job satisfaction or dissatisfaction in Şanlıurfa

### **1.6 Conclusion**

This section reviewed introduction, statements of topic, the problem situation, the problem statement, objective of the study.

## **SECTION II**

# **LITERATURE REVIEW: JOB SATISFACTION OF EMPLOYEES IN SMALL BUSINESSES**

### **2.1 Introduction**

The objective of this chapter is to review the literature related with the problem statement defined, so that the variables affecting the problem area are identified in previous research.

### **2.2 Job Satisfaction**

In reviewing the literature it becomes apparent that job satisfaction can be defined in a number of ways.

Job satisfaction is simply how people feel about their job and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their job. As it is generally assessed, job satisfaction is an attitudinal variable (Spector, 1997). According to Spector, there are two major views related of job satisfaction. The humanitarian perspective says people should be treated fairly. The utilitarian perspective implies job satisfaction can influence the behaviour of employees. Both perspectives directly affect the functioning of an organization (Spector 1997).

According to Gibson et al, (2000) job satisfaction may be defined as an individual's expression of personal well-being associated with doing the job assigned. Job satisfaction depends on the level of intrinsic and extrinsic outcomes and how the jobholder views those outcomes. These outcomes have different values for different people. For some people, responsible and challenging work may have neutral or even negative value depending on their

education and prior experience with work providing intrinsic outcomes. For other people, such work outcomes may have high positive values. People differ in the importance they attach to the job outcomes. Those differences would account for different levels of job satisfaction for essentially the same job tasks.

There are several different ways to job satisfaction that are; Herzberg, Mausner, and Synderman (1959) listed the following factors as those that increase job satisfaction: achievement, recognition for accomplishment, challenging work, increased responsibility, and growth and development. Bateman and Snell (1999:458) argue job satisfaction or dissatisfaction from the perspective of fairness and processes used to mete out rewards. If people feel fairly treated from the outcomes they receive, or the processes used, they will be satisfied. If on the other hand, people feel unfairly treated from the outcomes they receive, or the processes used to disseminate those outcomes, they will be dissatisfied.

Wanous and Lawler (1972) defines job satisfaction in nine different ways. Each of the operational definitions are described in terms of how different aspect or facets of job satisfaction are measured and how they combine to achieve an overall measure of satisfaction. The definitions include: (1) overall job satisfaction as the sum of job facet satisfaction across all facets of a job, (2) job satisfaction as a weighted sum of job facet satisfaction, (3) job satisfaction as the sum of goal attainment or need fulfilment when summed across job facets, (4) job satisfaction as a correspondence to Vroom's "valence for a job", (5) job satisfaction as a discrepancy between how much there is now and how much there should be, (6) job satisfaction as a result of comparison between fulfilment and desires or ideals in the present, (7) job satisfaction as a measure of desires or ideals of what one would like, (8) job satisfaction as the importance of a job facet that determines the degree of affect produced by

an amount of discrepancy between the importance of a job facet and the perception of fulfilment from a facet (DeMato, 2001).

Job satisfaction is defined as positive effects of employees toward their jobs or job situations (Locke, 1976). Locke (1976:222) says job satisfaction (or dissatisfaction) is an emotional response to a value judgement by an individual worker. If his job values are perceived as being fulfilled, he will experience the pleasurable emotion of job satisfaction; if they are perceived as being frustrated, he will experience the pleasurable emotion of dissatisfaction. The intensity of these emotional reactions will depend on the importance of the values whose fulfilment is being facilitated or frustrated by the work experience. What values do employees typically seek from their jobs? Although there are individual differences, there also are many broad similarities in what people want from their job. In the realm of the work itself, most people want; work that is personally interesting and significant; success or a sense of accomplishment or progress; growth; responsibility; autonomy; role clarity; role congruence (lack of role conflict); feedback concerning performance; and freedom from physical strain and drudgery. With respect to pay, people want: fairness (in relation to what comparable others are getting); enough money to meet expenses; competitive fringe benefits; and security. In the realm of promotions, employees want: fairness; clarity (as to how the promotion system works); and availability (if they want a promotion). As to working conditions, most people prefer: convenient location and hours; safe and attractive physical surroundings; and equipment and resources that facilitate work accomplishment. Co-worker is preferred who: share similar values and facilitate work accomplishment. Employees like supervisors who are: considerate, honest, fair, competent, who recognize who: share and reward good performance, and who allow some participation in decision-making. Finally, they like organizations which

show a basic respect for employees and employee welfare (values), and which are competent (i.e., have a clear sense of direction, are managed effectively, and put out a good product).

The following are more example of definition of job satisfaction. Demato (2001) notes the following definitions found in the literature: (a) Job satisfaction reflect an individual's attitudes and expectations toward his work and goals in life (Scherrer, 1985); (b) Job satisfaction is the feeling an employee has about his pay, work, promotion, opportunities, co-worker, and supervisor (Vaughn & Dunne, 1974); (c) Job satisfaction refers to the feelings and emotional aspects of individuals' experiences toward their jobs, as different from intellectual or rational aspect (Nandy, 1985); (d) Job satisfaction is defined as an employee's affective response to his job (D'Elia, 1979), (Mc Ginn, 2003).

Job satisfaction is a factor affecting productivity and future doubts personnel may have for themselves and their families. Having the feeling of trust that their job is guaranteed during their successful work period contributes to positive result for personnel. Additionally, the trust of personnel in labour union directors has also been evaluated as a factor in increasing job satisfaction (Şimşek, 1995).

Newstrom and Davis (2002) defined job satisfaction as set of favourable or unfavourable feelings and emotions with which employees view their work (p.208). Smith, Kendall, and Hulin (1969) define job satisfaction as the feeling that a worker has about his or her job. Job satisfaction can be defined as the degree to which an individual feels positively or negatively about work. It is an emotional response to one's tasks, the physical and social conditions in the workplace, and the degree to which the expectation in someone's psychological contract are fulfilled (Wood et al, 2001).



Several studies have suggested that job satisfaction can be affected by three major factors: (1) factors relating to work setting; (2) factors relating to specific aspects of jobs; and (3) factors associated with the individuals involved (Baron, 1986). Studies have indicated that personal characteristics are gender, age, education, and work experience.

There are some factors that affect job satisfaction. These factors are salary, types of job, physical condition, security, promotion, status, moral awards, communication and business size.

### **2.3 Importance of Job Satisfaction**

Many organizations monitor job satisfaction because of its presumed direct relationship to the short-term goals of increased productivity, and reduced absences, mistakes and turnover. Long-term improvements in employee adjustment, health and contributions to scientific understanding are considered mere spin-offs, however useful to promote in public relations releases. However, once management discovers that there is no guarantee of a direct correlation between satisfaction and productivity, interest usually wanes (Cranny et al, 1992).

Job satisfaction is related to life satisfaction and mental and physical health; improved satisfaction has become an important outcome in its own right. Economic concerns usually determine whether management is willing to invest time and money to improve job satisfaction. The significant relations between job satisfaction and work behaviour may prove to be a bonus to the organization in many areas, including; reduced absenteeism, decreased staff turnover and fewer work-related accidents (Stanton & Crossley, 2000).



Job satisfaction is also related to other variables, such as stress and discord with the work group, which may also affect employee productivity. 'To the extent the satisfaction can be improved, organizations can realize substantial monetary savings by reducing costs associated with the lower productivity of substitute employees, hiring and training new employees, health insurance claims, and other expenses' (Stanton & Crossley, 2000).

Kaya (1995) stated that the only evidence that indicates that the conditions of an organization got worsened is the low rate of the job satisfaction. He however, described as the condition of establishing a healthy organizational environment in an organization. According to Kaya (1995), employees attain their levels of job satisfaction by maintaining statute, high ranks and authority by giving their capabilities such as knowledge, ability, education, health etc. to their jobs for which they spend most of their time''. He also states the importance of job satisfaction by emphasizing that job satisfaction motivates individuals to contribute to production in organization. Job satisfaction has been credited to diminish absenteeism from work, irregular attendance at work, replacement of workers within a cycle or even the rate of accidents (Kahn, 1973).

Khaleque and Chowdhury (1983) pointed out that in employer-employee relationship; job satisfaction is the most sought after attribute that binds the relationship together. Morgan (2000) argued that there is a psychological contract between an employee and employer. It is the expectation of the employer that employees carry out certain workplace duties in a competent and appropriate manner. Similarly, Lawler (1994) described job satisfaction as a broad and complex construct that represents one way of understanding the quality of a person's life. He further explained that to understand a person's life, person's job satisfaction has to be considered. He therefore, concluded that job satisfaction is an important factor when

studying an organization's human resources, because time spent at work consumes a large proportion of a person's waking hours.

## **2.4 Dimensions of Job Satisfaction**

Job satisfaction has been described as being related to individual values and their feeling of satisfaction in their work. Under the social dimension aspect, job satisfaction can also be defined as resulting in positive feeling at the end of the job (Ehtiyar, 1996). The literature includes extensive research on job satisfaction.

Job satisfaction is defined by Chiu and Francesco (2003) as how people feel about their job and job components. According to the study of Kutaniş and Bayraktaroğlu (2002) management types and communication possibilities with superiors are important for job satisfaction.

Job satisfaction has three dimensions:

- (1) Job satisfaction is an emotional response to the job; this cannot be observed, just stated;
- (2) Job satisfaction is explaining how expectations are met; and
- (3) Job satisfaction represents contradictory behaviours. Here, job, salary, promotion, management style, colleagues can all be thought of as examples of contradictory behaviours (Şimşek, 1995)

With job satisfaction, individuals want to realize their individual targets, gain psychological satisfaction, escape from frustration, prevent down time; and thereby raise their psychological wellbeing to a maximum level (Kaynak, 1990).

## **2.5 Theories of Job Satisfaction**

This section examines the literature regarding theories and models used to explain the determinants of job satisfaction. There are two broad categories to classify job satisfaction theories, that is, **process** and **content** theories. Content theories are predominantly concerned with the identification of specific needs or motives most conducive to job satisfaction (Locke, 1976). Process theories go further than identifying basic needs that motivate people. They focus on the individual's dynamic thought processes and how they produce certain types of behaviour attitudes.

Amongst the theories discussed below, the Maslow's Need Hierarchy and Herzberg's Two-Factor theory are examples of content theories. Examples of process theories include; Equity Theory, Need-Fulfilment Theory, Facet-Satisfaction Model, Job Characteristics Model.

### **2.5.1 Content Theories**

#### **2.5.1.1 Maslow's Need Hierarchy**

Maslow (1954) suggested that there exists a hierarchy of human needs, commencing with physiological needs and progressing through to needs of safety, belongingness and love, self-esteem and self actualisation. Maslow suggests that these needs must be satisfied in the order listed in order to be operative. Therefore, outcomes satisfying a particular need will only be attractive provided the lower-order needs are first satisfied. In other words, the physiological needs must be satisfied before the safety needs. Maslow's theory is essentially two-fold. It aims to identify the needs which provide motivation, and secondly, to explain the inter-relationship between the needs.

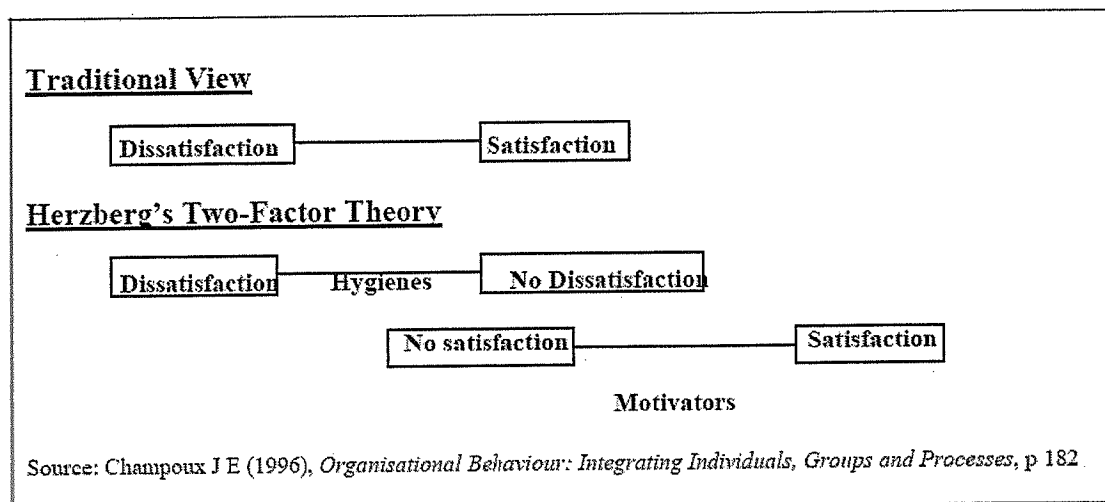
Despite the simplistic approach and wide recognition for this framework, there is little empirical support for Maslow's proposition (Miner and Dachler, 1973). The theory has been criticised by researchers on at least two grounds. There is little evidence of any such hierarchical effect, beyond that of the primacy of safety needs (Hall and Nougaim; 1967; Lawler and Suttle; 1972). Secondly, there is no agreement that the five basic needs are inherent in all individuals (Miner and Dachler, 1973).

#### **2.5.1.2 Herzberg's Two-Factor Theory**

A theory of work motivation, which has aroused a good deal of interest, is Herzberg's (1959) two-factor theory also referred to as the 'Motivation-Hygiene' theory (Hamner and Organ, 1982). This was based on Herzberg's research with a sample of 200 accountants and engineers in the Pittsburgh area in the US. The study used a 'critical incident' methodology, where each person was asked to recall an exceptionally good and bad aspect of their job. This was followed by subsequent interviews. The information collected was content analysed to determine any systematic relationship between positive and negative events and various aspects of the job (Herzberg, 1966). The various aspects of the job were classified as:

- 'Motivators', representing sources of satisfaction derived from various facets of the job (eg promotion, recognition).
- 'Hygienes' represented sources of dissatisfaction and were primarily concerned with the work environment (eg salary, supervision) (Davis, 1989).

Herzberg's theory inherently assumed that dissatisfaction and satisfaction do not represent a single continuum (traditional view). Instead, two separate continua are required to reflect people's dual orientation to work, representing both the hygiene and motivator factors.



**Figure 2.1 Herzberg's Two-Factor Theory**

Empirical research designed to test Herzberg's theory has produced mixed results. Studies using the 'critical incident' methodology have found support for the theory (Myers, 1964). However, other researchers using different methodologies have found little support for the theory (Hinrichs and Mischkind, 1967; Hulin and Smith, 1967).

### 2.5.1.3 E-R-G Model

Alderfer (1972) argues that there are three groups of core needs. Building upon earlier need models (primarily Maslow's) and seeking to overcome some their weaknesses, Clayton Alderfer proposed a modified need hierarchy the E-R-G model with just three levels. He suggested that employees are initially interested in satisfying their first group needs. First group needs include factors that Maslow considered to be physiological and safety needs. Pay, physical working conditions, job security, and fringe benefits can all address existence needs.

The second group of needs are those of relatedness. Relatedness needs are at the next level, and these involve being understood and accepted by people above, below, and around the employee at the work and away from it. They align with Maslow's social and esteem needs. Finally growth needs are in the third group of needs; these involve an intrinsic desire for personal development. Growth needs contains the intrinsic component from Maslow's esteem category and the characteristics included under self actualization.

## **2.5.2 Process Theories**

### **2.5.2.1 Equity Theory**

Adam's Equity theory assumes that individuals value and seek social justice in how they are rewarded for their productivity and work quality (Adam, 1963). In this context, fairness is said to be achieved when an individual perceives that their outcome in terms of pay or promotion proportionately reflects their inputs (such as task behaviour, effort). Individuals compare the ratio of their input/output to that of others to determine the presence of inequity. If the individual believes that there exists an inequity (positive or negative) they may alter their inputs, alter their perceptions of others' input/outcomes, or in extreme cases even leave the work situation (Campbell and Pritchard, 1976; Kanfer, 1990).

Equity literature has primarily dealt with financial compensation as an outcome. The majority of studies have dealt with the effects of underpayment and overpayment on job performance and to a lesser extent job satisfaction (Locke, 1976; Hamner and Organ, 1982). Empirical evidence has found support for the underpayment effects with Adam's model (Carrell and Dittrich, 1978). That is, individuals who perceive that they are underpaid relative to others reduce the quality and increase the quantity of their work. (These results were found when the

employees were working under conditions where the pay was dependant upon the output level).

On the other hand, studies of overpayment have been equivocal (Kanfer, 1990). Weiner (1980) found that equity norms do operate and overpayment inequity can exist. Researchers have also argued that overpayment can be difficult to interpret due to different induction procedures (for example, during the process of recruiting new staff, if the potential candidates are made to believe by the management that the pay is better than what their qualifications should attract) used, and with variations over time of ratios suggesting inequity, particularly with changes in pay (Lawler, 1968; Pritchard, 1969).

#### **2.5.2.2 Need-Fulfillment Theory**

According to the need-fulfillment theory, satisfaction is determined by the extent to which the work or the work environment produces outcomes which an individual desires, or wants (Vroom, 1964; Lawler, 1973). The theory assumes that all individuals have differing needs (eg self-respect, self-development), and these needs determine how motivated an individual will be to perform a job. As a consequence, fulfillment of these needs would lead to greater levels of satisfaction. In addition, the greater the importance an individual attaches to a particular need, the more the resulting satisfaction when the need is fulfilled and the greater the dissatisfaction if it is not (Korman, 1971; Smither, 1994).

There are two different types of models which use the need-fulfillment framework, the 'subtractive' and the 'multiplicative' model. Both models assume that job satisfaction is an outcome of the degree to which the work environment satisfies an individual's needs (Vroom, 1964). The subtractive model proposes that satisfaction is a function of the discrepancy



between a person's needs and the extent to which the work environment provides satisfaction of those needs. The greater the discrepancy the lower the satisfaction level and vice-versa. The multiplicative model sums the product of the individual's needs and the degree to which the job provides satisfaction of those needs. The sum of all the needs reflects the individual's level of satisfaction (Korman, 1971).

Research suggests some usefulness for the models based on the need-fulfillment theoretical framework (Schaffer, 1953; Kuhlen, 1963). For example, Kuhlen's study (1963) found support for the subtractive model as a predictor of job satisfaction for men, although not for women. Korman (1971) suggested that the subtractive model is limited in its applicability to individuals with high self-esteem. It appears that the need-fulfillment framework provides an incomplete framework in understanding the concept of job satisfaction (Korman, 1971).

#### **2.5.2.3 Facet Satisfaction Model**

The Facet-Satisfaction model developed by Lawler (1973) draws upon the equity theory and the discrepancy theory (Thierry, 1998). According to this model, job satisfaction will only result if actual rewards equal perceived equitable rewards. Therefore, if actual rewards are more/less than perceived equitable rewards, guilt and discomfort will result. Accordingly, this model moves the phenomenon of job satisfaction closer to the 'equity' theory. It implies that psychological discomfort results from the knowledge that we are receiving more or less than we deserve, and this psychological discomfort is synonymous to the inequity tension as suggested by Adam's equity theory (Landy, 1989).

The critical issue implied by this model is that of perception (Landy, 1989). The perceived amount of rewards that an individual should receive (such as pay, promotion, recognition) is



based on perceived job inputs (such as skill, effort, beauty), perceived inputs/outcomes of reference groups and perceived job characteristics (such as responsibility, job level, difficulty). On the other hand, the perceived amount of rewards received is based on the outcomes of reference groups and actual outcomes received as illustrated below in Fig 2. Therefore, this model re-inforces the importance of the perception of reality as opposed to reality itself.

#### **2.5.2.4 Job Characteristics Model**

The Job Characteristic Model (JCM) stands as one of the most widely researched models in organisational behaviour research (Spector, 1985). The JCM was developed by Hackman and Oldham (1975) and is an extension of the Job Characteristics theory proposed by Turner and Lawrence (1965). (The Job Characteristics theory proposed by Turner and Lawrence (1965) suggests that employees' attitudes towards their work (such as satisfaction, absenteeism) are a function of their task characteristics/attributes (such as work variety, autonomy, amount of responsibility entrusted, skill required and opportunity for interaction with others). The higher a job's standing on these attributes the more satisfied the jobholders would be). Hackman and Oldham (1975; 1980) suggested that motivating jobs are characterised by 5 core characteristics (skill variety, task variety, task significance, autonomy, and job feedback). These core characteristics are proposed to influence 'three' psychological states (feeling of meaningfulness, feeling of responsibility and knowledge of results), which then influence result in positive work outcomes such as job satisfaction. According to the model, individuals who perceive their jobs to rank highly on the 5 core characteristics would enjoy higher levels of job satisfaction and vice-versa.

The JCM also accounts for individual differences by taking into account the characteristic of 'growth need strength' (GNS). Since individuals have differing needs for personal accomplishment, learning and growth, they will react to their jobs differently. Individuals having a high GNS are likely to respond more positively to jobs that are high on the 5 core characteristics (Hackman and Oldham, 1980).

Recent studies have indicated that job characteristics reliably correlate with outcomes such as job satisfaction and absenteeism (Spector, 1985; Fried and Ferris, 1987). That is, individuals who perceive their jobs to be high on the 5 core characteristics have reported high levels of job satisfaction and vice-versa. Despite, the general agreement towards the JCM, it has been criticised for ignoring other individual characteristics and demographic variables that may act as moderators (Pierce and Dunham, 1976; Morrison, 1996). These include need for achievement (nach), social status, and age.

## **2.6 Job Satisfaction and Organizational Size**

There have been some research efforts studying the impact of organizational size on employee satisfaction. Examining several factors as possible predictors, worthy's (1950) study of Sears and Roebuck employees measured individual attitudes toward the company, immediate supervisors, management, fellow employees, and working conditions, and related these factors to job satisfaction. Worthy found that size was the most important determinant of satisfaction levels. Employees in smaller divisions had higher satisfaction levels that Worthy attributed to the division's simpler social structure, less level of management, less subdivisions of work, and friendlier and closer relations between workers and between management and rank and file.

In their comprehensive review of pre-1965 research literature examining the effects of organizational structure on employee job attitudes, Porter and Lawler (1965) determined that two sub-organizational properties, managerial level and sub-unit size, have a definite connection to job satisfaction. These pre- 1965 studies reveal that job satisfaction increases monotonically with increasing levels of management, despite the fact that the pattern of need satisfactions tended to be similar among the various level in these studies. Therefore, Porter and Lawler (1965) concluded that middle managers are more satisfied than those below them in the organization but less satisfied than those above. Contrasting this, as established by the findings of Strauss and Sayles (1960) and Viteles (1953), Porter and Lawler also included that small organization subunits exhibit higher levels of morale, productivity, and job satisfaction while maintaining lower rates turnover, absence, and accidents. Hence, the size of the work group affects both output and work attitudes. Though the research was not conducted using hospitality related samples, both of these finding are significant to the lodging industry and the focus of this research.

Ingham's study of production facilities (1970) found that as organization size increased, so did the level of 'bureaucratization'. This led in turn to more specialized areas of production and administration. He noted that as a grew in size, it was less able to offer its employees social and task reward due to the finer division of labour. Therefore, smaller firms tend to appeal to employees who value social and task rewards more, whereas large firms, with their greater emphasis on economic rewards, are attractive to workers with corresponding social values (Kovach, 1978). Thus, it would seem logical that larger firms exhibit greater congruence with extrinsic determinants of job satisfaction while smaller organizations are more aligned with intrinsic factors.

More recent studies have found that the work environment in larger organizations is more rigidly structured than in smaller establishment (Idson, 1990). Scherer (1976) examined the relationship between the structure of work at different size establishments and workers' job satisfaction. He found that for some measures of workers satisfaction, respondents at larger establishment expressed lower levels of job satisfaction.

Factors influencing job satisfaction are: salary, type of job, physical conditions, relations with colleagues, security, promotion opportunities, empowerment, status, financial and morale awards, training, being involved in decision making, communication, social activities, policy and management of organizations (Tanke, 1990).

In the consequence of researches to determine factors affecting job satisfaction is found that; salary, security, promotion, leadership, management style, working condition, friendship, and types of job affect employees job satisfaction (Crossman, &Abou-Zaki, 2003).

There are some variables for model that are individual characteristics, salary, types of job, working condition, security, promotion, status, morale, and communication. These variables affect to job satisfaction of employee. Moderating variable is business size because business size affect to management, communication with employees, working conditions, and productivity.

### **Small Business Research on Job Satisfaction:**

Several studies have focused on the relative level of job satisfaction between self-employed and wage/salary earners (Eden 1975; Naughton, 1987; Thompson et al, 1992; Katz, 1993; VandanHevel and Wooden, 1997; Jamal, 1997).

Eden (1975) conducted one of the first few studies comparing the satisfaction levels of the self-employed and the organizationally employed in the United States (US). He contrasted the job satisfaction levels of 183 SBOMs with 1092 salaried managers based on the 1969 Quality of Working Conditions (QEC) Survey (Quinn, Seashore, and Mangiona, 1975). It was reported that the self-employed worked to have worked longer hours, and enjoyed greater autonomy and freedom at work. The study also found the self-employed to have higher levels of job satisfaction. However, Eden concluded that the level of job satisfaction did not depend on being self-employed or undertaking conventional employment, but on the level of control or the degree of autonomy within the workplace.

In Australia, Williams (1986) conducted a study of the levels of job satisfaction between SBOMs and managers/employees of 4 large firms. The study was an extension to the research previously conducted by Eden (1975), investigating how the degree of work discretion influences the level of job satisfaction. Williams confirmed the findings of Eden (1975), that SBOMs enjoyed higher levels of satisfaction due to greater autonomy at the work place.

### **2.7 Determinants of Job Satisfaction**

Many researchers have ascribed job satisfaction as being influenced by various determinants. The level of association between employee job satisfaction and the determinants of that satisfaction has been a topic of research in a wide variety of organizational setting and

business firms, though not necessarily in the hospitality industry (Lucas, 1985). Findings from empirical efforts have demonstrated consistency in only a few areas. The primary reasons cited for the considerable discrepancies include: a lack of consistency in the research methods used, the definition and measurement of variables, and an innate variability in the nature of the various settings considered (Lucas; 1985). Each job facet can be a source of both satisfaction and dissatisfaction, though as discussed previously, extrinsic facets tend to have a greater effect on dissatisfaction.

Much of the early research regarding job satisfaction is based on human relations theory, which hypothesizes that workers develop positive job attitudes if their job allows them to fulfil their needs (Herzberg, 1968; Maslow, 1954). Subsequent models have identified the characteristics of the individual worker or the characteristics of the broader organizational or situational context as sources of variation in one's attitude towards his or her job (Glisson & Durick, 1988). Generally, the determinants of the job satisfaction may be ascribed to one of three broad categories: personal characteristic of the individual employee, job related factors, and organizational factors (Ting, 1996). Rousseau (1978) explains that the context in which work attitudes occur is multidimensional and incorporates worker, job, and organizational characteristics.

## **2.8 Demographic Variables and Job Satisfaction**

A review of the job satisfaction literature provides additional support for personal characteristics influencing work and job satisfaction (Bedeian, Farris, & Kacmar 1992; Gibson & Klein, 1970; Kasperson, 1982).



### **2.8.1 Gender**

Research has shown that relations between job satisfaction and gender have been strongly inconstant. The relationship between gender and job satisfaction has also received a great deal of research interest (Hulin and Smith, 1964; Lambert, 1991), but the findings are somewhat equivocal. When result of different studies is combined with meta- analysis, mean correlations tend to be almost zero across dozens of studies and thousands of people (Brush et al., 1987).

Some explanations have been conducted to explain the equivalent job satisfaction of women to men despite non-equivalent job conditions and pay. First, it has been indicated that women probably differ in expectations. Women expect less from the job, hence, they are less satisfied. Second, women and men may have different values (Brush et al.; 1987). Witt and Nye (1992) argued there could be gender differences in equity perception. Sometimes different genders are viewed differently in reward distribution. Even though these are possible explanations, presently it is not clear why women have equivalent job satisfaction despite non-equivalent work (Spector, 1997).

### **2.8.2 Age**

Some researchers argue that a positive relationship exist between the two variables (controlling for occupational level). That is, older workers tend to experience greater satisfaction than their younger counterparts (Rhodes, 1983). Mottaz (1987) proposed a few explanations for the observed positive relationship. Firstly, older workers due to their greater experience can easily move from one job to another. Secondly, having worked in an organisation for extended periods implies a process of adjustment. Finally, the process of

'grinding down' occurs, whereby workers form more realistic expectations and demand less of their jobs.

'Research has shown that age and job satisfaction are related. The exact nature of the relation is not clear, as some studies have found a curvilinear, whereas others have found a linear relation' (Spector, 1997). Zeitz (1990) proposed a curvilinear relation in which job satisfaction declines early in life, level off in middle age, and rebounds after 45 year-old. Nevertheless, not all studies have been possible to find evidence a curvilinear relation (Spector, 1997; White & Spector, 1987).

No matter whether the relation is curvilinear or linear, it is still important to recognize the reasons that age is related to job satisfaction.

Organizational behaviour researchers have found that older employees are likely to develop a better fit between personal needs and jobs/organizations than younger employees.

### **2.8.3 Education**

Studies have found positive relationships between levels of education and job satisfaction. For instance, in a study conducted by Verhofstadt and Omey (2003), the impact of education on job satisfaction of 23 years old Flemish workers was studied. They found that higher-educated people were more satisfied with their jobs than were lower-educated people because the former generally have a better job, better pay, and more opportunities for promotion. In her self-assessment and job satisfaction study of public and private managers, Falcone (1991) found that managers with higher levels of education expressed more job satisfaction in both public and private sectors. Etuk's (1980) landmark study of managerial motivation in



statutory corporations in the Cross River state of Nigeria revealed that a higher educational level resulted in higher levels of job satisfaction for managers. Enabosi' (1989) study of correlates of job satisfaction of nurses in Nigeria indicated that the educational level attained by an individual can motivate him or her to desire fulfilment of more complex needs, including basic human needs such as food, water, shelter, and clothing. Thus, the more educated an employee is, the greater his or her desire to fulfil certain personal and work-related needs. Therefore, one may surmise that the fulfilment of these needs may lead to higher job satisfaction.

#### **2.8.4 Experience**

Experience is considered to be an age-related variable with regards to job satisfaction. It can predict the effective response to work (or the positive feelings toward works). In his study relationships between personal characteristics and job satisfaction of Turkish workers, Bilgic (1998) indicated that the contribution of experience to good feeling toward one's job is positive. His findings indicated that people with more work experience have more respect for their jobs and can apply their experience to their job; they were also more likely to enjoy the physical work environment (Bilgic, 1998).

Ronen (1978) examined the relationship between job satisfaction and length of employment in a particular job. He confirmed the hypothesis that the change in job satisfaction with length of service resembles a U-shaped curve. It is suggested that intrinsic satisfaction is a major contributor to change in the overall satisfaction of workers over time. Thus, according to Ronen (1978), length of service is related to job satisfaction and dissatisfaction. In his study of personal characteristics and job satisfaction of among managers in Kuwait's oil industry, surveyed 153 full-time managers from three different oil companies. He found that years of

experience affected the areas of present job, present pay, and supervision. He also found that managers with more than ten years of experience were more satisfied with their present job, present pay, and supervision than were managers with fewer than ten years' experiences. He concluded that experience is associated with job satisfaction. Maghradi (1999) found greater satisfaction among employees with more work experience than among those without such experience.

### **2.9.1 Salary and Job satisfaction**

Salary is another aspect affecting job satisfaction in small businesses. Many studies addressed the gap between males and females in salary. Broom and Dozier concluded gender rather than educational background is a primary determinant of salary (Broom and Dozier 1985). In contrast, other researchers imply the gap in salary is narrowing and gender is not the primary factor in salary (Bayer 1986 and Toth 1988). The old adage 'you get what you pay for' tends to be true when it comes to staff members. Salary is not a motivator for employees, but they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for you. Consult salary surveys or even your local help-wanted ads to see whether the salaries and benefits you're offering are comparable to those of other offices in your area. In addition, make sure you have clear policies related to salaries, raises and bonuses Syptak et al. (1999).

### **2.9.2 Work Condition and Job Satisfaction**

The physical conditions in which you work, the amount of work, facilities available, ventilation, tools, space, noise and other environmental aspects. Working condition has broadened considerably during the past decade (R. Wayne Mondy & Robert M. Noe, 2005).

The environment in which people work has a tremendous affect on their level of pride for

themselves and for the work they are doing. Do everything you can to keep your equipment and facilities up to date. Even a nice chair can make a world of difference to an individual's psyche. Also, if possible, avoid overcrowding and allow each employee his or her own personal space, whether it be a desk, a locker, or even just a drawer. If you have placed your employees in close quarters with little or no personal space, don't be surprised that there is tension among them Syptak et al. (1999).

### **2.9.3 Promotion and Job Satisfaction**

A promotion is the movement of a person to higher-level position in the organization. The term promotion is one of the most emotionally charged words in the field of human resource management an individual who receives a promotion normally receives additional financial rewards and the ego boost associated with achievement and accomplishment. Most employees feel good about being promoted (R. Wayne Mondy & Robert M. Noe, 2005).

### **2.9.4 Employee Morale and Job Satisfaction**

Morale is considered to be a result of working conditions and an indicator of the climate of human relations in which work is performed. Morale is the general level of satisfaction and enthusiasm of individual and groups. Griffin and Ebert (1989) defined morale is therefore the reflection of the degree to which employees have about their work place' (p. 173). Morale is therefore the reflection of the degree to which employees perceive that their needs are being met by the job. It is the job of managers in organizations to exchange the motivation, morale and productivity of employees. Generally, organizations are designed principally by managers in order to have some positive effects on employees' behaviour or attitude. Organizational scholars have posited that morale is composed of contingencies that are both internal and external to a group.

### **2.9.5 Communication and Job Satisfaction**

Communication is the transfer of information and understanding from one person to another person. It is a way of reaching other by transmitting ideas, facts, thoughts, feelings, and values. Its goal is to have the receiver understand the message as it was intended. When communication is effective, it provides a bridge of meaning between the two people so that they can each share what they feel and know. By using this bridge, both parties can safely cross the river of misunderstanding that sometimes separates people (Newstrom & Keith Davis, 2002).

Organization cannot exist without communication. If there is no communication, employees cannot know what their co-worker is doing, management cannot receive information inputs, and supervisors and team leaders cannot give instructions. Coordination of work is impossible, because people cannot communicate their needs and feelings to others. When communication is effective, it tends to encourage better performance and job satisfaction (Newstrom & Keith Davis, 2002).

### **2.9.6 Status and Job Satisfaction**

Status is the social rank of a person in a group. It marks the amount of recognition, honour, and acceptance given to a person. Within groups, differences in status apparently have been recognized ever since civilization began. Wherever people gather into groups, status distinctions are likely to arise, because they enable people to affirm the different characteristics and abilities of group members. High status people within a group usually have more power and influence than those with low status. Basically, high status gives people an opportunity to play a more important role in an organization. When employees are consumed

by the desire for status, it often is the source of employee problems and conflict that management needs to solve ( Newstrom& Keith Davis (2002)).

### **2.9.7 Security and Job Satisfaction**

The most important element of job satisfaction according to Khaleque and Chowdhury (1983) is that of job security. Job security relates to the extent to which an organization is perceived to provide steady employment for employees (Herzberg, 1968). Job security has also been defined by Greenhalgh and Rosenblatt (1984) and Borg and Elizur (1992) as an employee's expectations about continuity in their job, as well as concerns over a loss of enviable job features, promotion opportunities, present working conditions and long-term career opportunities. It is considered also that the perception of understanding of an employee's job security has increased over the past decade, due to employee reactions to major organizational change such as the situational uncertainty of employees' job resulting from globalization, downsizing, takeovers and or mergers (Brockner, DeWitt, Grover and Reed, 1990).

### **2.10 Conclusion**

This section briefly reviewed the literature on job satisfaction, importance and dimensions of job satisfaction, measurement of job satisfaction, job satisfaction and business size.

## **SECTION III**

### **THEORETICAL FRAMEWORK**

#### **3.1 Introduction**

The objective of this chapter is to form the theoretical framework to explore the job satisfaction of employees in small businesses in Şanlıurfa. The identified variables affecting the problem situation and a theoretical framework will be depicted in this section.

#### **3.2 Approaches to Understanding Job Satisfaction**

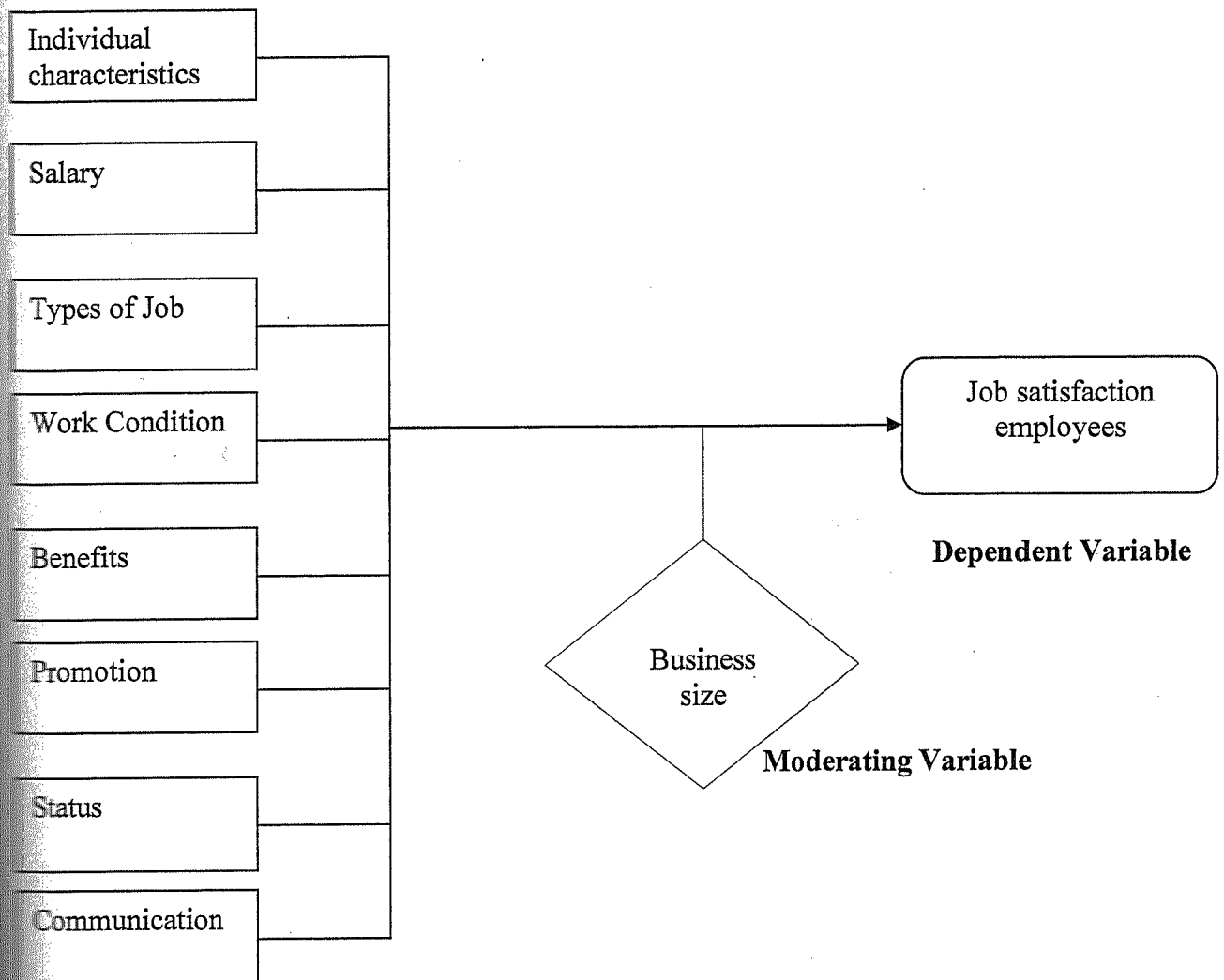
There have been some research efforts studying the impact of organizational size on employee satisfaction. Examining several factors as possible predictors, Worthy's (1950) study of Sears and Roebuck employees measured individual attitudes toward the company, immediate supervisors, management, fellow employees, and working conditions, and related these factors to job satisfaction. Worthy found that size was the most important determinant of satisfaction levels.

In the consequence of researches to determine factors affecting job satisfaction is found that; salary, security, promotion, leadership, management style, working condition, friendship, and types of job affect employees' job satisfaction (Crossman, &Abou-Zaki, 2003).

Factors influencing job satisfaction are: salary, type of job, physical conditions, relations with colleagues, security, promotion opportunities, empowerment, status, financial and morale awards, training, being involved in decision making, communication, social activities, policy and management of organizations (Tanke, 1990).

### 3.3 Theoretical Model on Job Satisfaction of Employees in Small Businesses

Figure 3.1 A Model of Job Satisfaction Employees



#### Independent Variables

In this proposal dependent variable is job satisfaction of employees, independent variables are salary, types of job, work condition, benefits, promotion, status, and communication and moderating variable is business size. Independent variables moderating variable are very important for employees and business. When an employee has a high salary job satisfaction



will be high level, the positive relationship between job satisfaction and salary that is also acceptable for other independent variables which are types of job, work condition, security, promotion, status, moral awards, and communication.

### **3.4 Variable Involved on Job Satisfaction**

<b>Variables</b>	<b>Label</b>
Job satisfaction	Dependent
Business size	Moderating Variable
Individual characteristics	Independent
Salary	Independent
Types of Job	Independent
Work Condition	Independent
Promotion	Independent
Status	Independent
Benefits	Independent
Communication	Independent

### **3.5 Measurement of Job Satisfaction**

Since job satisfaction can be construed in several ways, measurement approaches have also differed. However, a common element among job satisfaction approaches is that they usually view job satisfaction as a summation of the various facets on job satisfaction, producing an overall response (Bullock, 1984).

While a considerable number of conceptual models of job satisfaction have been developed that lead to a variety of methods of measuring job satisfaction (Wanous, 1972). Some researchers originally advocated that there was no best way to measure job satisfaction (Bergmann, Grahn, & Wyatt, 1986; Herzberg, 1957). Essentially, the best way depends on the



specific variables being measured and the situation under which they are being measured (Bergmann et al, 1986).

The most commonly used technique to measure job satisfaction is the questionnaire (Even, 1967; Fournet, Distefano, & Pryer, 1969; Spector, 1997). Spector (1997) states that using existing questionnaires is an easy way to assess job satisfaction. Since they have been used in previous studies, reliability, validity, and norms generally have been established (Spector, 1997). Other advantages of using questionnaires include increased likelihood of insured confidentiality, ease of administering, economical, and frankness in response if used anonymously (Pedhazur & Schmelkin, 1991). Because it is less likely to deviate from the instructions and administration methods, Pedhazur and Schmelkin observe that questionnaires are less susceptible to bias. Job satisfaction questionnaires can be divided into two types. One type measure overall job satisfaction and includes devices such as the Hoppack Job Satisfaction Scale or the Gallop Poll question, while the other type measure the various facets of the job and includes measures such as the Job Describe Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ) (Scarpello & Cambell, 1983).

### **3.6 Measuring Job Satisfaction**

Following are the several types of satisfaction measurement. There are several different ways measuring job satisfaction, we will discussed Job Satisfaction Survey.

#### **3.6.1 Job Satisfaction Survey (JSS)**

The Job Satisfaction Survey (JSS; Spector, 1987) assesses nine facets of job satisfaction, as well as overall satisfaction. The scale contains 36 items and uses a summated rating scale format. This format is the most popular for job satisfaction scales. The format of the JSS

makes it relatively easy to modify. Each of the nine facet subscales contain four items, and total satisfaction score can be computed by combining all of the items.

The nine facets of Job Satisfaction Survey are: (1) Pay, (2) Promotion, (3) Supervision, (4) Fringe benefits, (5) Contingent rewards, (6) Operating conditions, (7) Co-workers, (8) Nature of works, (9) Communications. Although the JSS was originally developed for use in human service organizations, it is applicable to all organizations.

#### **3.6.1.1 Facet Measured by JSS**

Paul Spector's definition of job satisfaction will be used in this study as his measurement instrument is used. He refers to job satisfaction as 'and identifies facets of job satisfaction that are measured by the JSS:'

Following are nine facets of job satisfaction that are measured by the JSS:

1. Pay: Satisfaction with pay and pay raises
2. Promotion: Satisfaction with promotion opportunities
3. Supervision: Satisfaction with the person's immediate supervisor
4. Fringe benefits: Satisfaction with fringe benefits (Insurance, Vacation etc.)
5. Contingent rewards: Satisfaction with rewards (not necessarily monetary) given for good performance
6. Operating conditions: Satisfaction with rules and procedures
7. Co-workers: Satisfaction with co-workers (Perceived competence and pleasantness of one's colleagues).
8. Nature of work: Satisfaction with the type of work done
9. Communication: Satisfaction with communication within the organization. (Spector, 1997).

The scale includes 36 items and uses a summated rating scale format. This format is the most popular for the job satisfaction scales. Four items for each of the nine facets subscales, and a total satisfaction score can be calculated by combining all of the items. Item number 1, 10, 19, 28 measure of pay; item number 2, 11, 20, 33 belong to the subscale of promotion; item number 3, 12, 21, 30 present the subscale of supervision; item number 4, 13, 22, 29 show the subscale of fringe benefits; item number 5, 14, 23, 32 indicate the subscale of contingent rewards; item number 6, 15, 24, 31 assesses the subscale of operating conditions; item number 7, 16, 25, 34 describe the co-workers; item number 8, 17, 27, 35 belong to the nature of work; item number 9, 18, 26, 36 represent the communication. Negatively worded items are 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, and 36. Note the reversals are NOT every other one.

The responses to the JSS items are numbered from 1 to 6; hence, a respondent is asked to circle one of six numbers that corresponds to his/her agreement or disagreement about each item

<b>Disagree Very Much</b>	<b>=1</b>
<b>Disagree Moderately</b>	<b>=2</b>
<b>Disagree Slightly</b>	<b>=3</b>
<b>Agree Slightly</b>	<b>=4</b>
<b>Agree Moderately</b>	<b>=5</b>
<b>Agree Very Much</b>	<b>=6</b>

The responses to the JSS items are numbered from 1 to 6. A respondent, therefore, can have a score from 1 to 6 for each item. However, some of the items are scored in a positive and some in a negative direction. A positively worded item is one for which agreement indicates job satisfaction. The first item is positively worded in the scale. A negatively worded item is one for which agreement indicates dissatisfaction. Item number 10 that is negatively worded. Before the items are combined, the scoring for the negatively worded items must be reserved. Thus, people who agree with positively worded items and disagree with negatively worded items will have high scores representing satisfaction. People who disagree with positively worded items and agree with negatively worded items will have low scores representing dissatisfaction. Without items reversals, most respondents will have middle scores because they will tend to agree with half and disagree with half of the items, just because they are worded in opposite direction.

### **3.7 Questions Formulated**

The following objectives are formulated for the purpose of this study.

- To depict the current theory on job satisfaction of employees in general and in small businesses in particular
- To identify the variables influencing the job satisfaction of employees in small businesses
- To measure and describe the small business employees' job satisfaction or dissatisfaction in Şanlıurfa

### **3.8 Conclusion**

This section described Approach to understanding job satisfaction, Approach/Model to be adopted by the proposed study, theoretical framework of the study and Questions formulated.

## **SECTION IV**

### **METHODOLOGY**

#### **4.1. Introduction**

This section depicts the methodology of this proposed study and defines sources of data, measuring instrument/ data collection method, research design and time table.

#### **4.2. Sources of Data**

##### **4.2.1. Secondary Sources**

Secondary data refer to information gathered by someone other than researcher conducting the current study. Such data can be internal or external to the organization and accessed through the internet or perusal of recorded or published information (Sekaran, 2003). Such information will be collected from articles, internet, KOSGEB, and ŞUTSO (Şanlıurfa chamber of commerce and industry).

##### **4.2.2. Primary Sources**

Primary data refer to information obtained by the researcher on the variables of interest for the specific purpose of the study. Primary data sources are individuals, focus groups, panels of respondents specifically set up by the researcher and from whom opinions may be sought on specific issues from time to time, or some unobtrusive sources such as a trash can. The internet could also serve as a primary data source when questionnaires are administered over it (Sekeran, 2003).

This paper proposes to make in-depth interviews with employees in small businesses in Şanlıurfa. In addition, a questionnaire will be used, in order to support the theoretical framework developed; it is decided to carry out interviews with employees from sample small businesses.

#### **4.3 The Sample**

The purpose of this study is to report findings of a study which examined job satisfaction in small businesses and medium size businesses in Şanlıurfa. The population is approximately 5000 employees in 102 small business and 10 medium size business and 25 small and 9 medium size business agreed to participate in the study. Over 90 percent of the respondent worked full time. Nearly 81 percent is male and 75 percent married. Nearly 63 percent worked at companies fewer than 50 employees. The average education level was between primary school and university. Sampling technique is non-probability sampling technique. Sampling methods will be quota sampling. The survey instrument was filled in by director, manager, accountant, expert, department chief and workers in the selected organizations.

#### **4.4 Measuring Instrument**

The dependent variable, job satisfaction will be measured using 6 items from the Spector Satisfaction Questionnaire. A 6-point Likert response format ranging from (1) "Strongly Disagree" to (6) "Strongly Agree" was utilized. The questionnaire was divided into two sections. The first section of the survey asked demographic questions like Gender, Age, Education Level, Job Position, Total Tenure, and Tenure. Section II measured employee job satisfaction. There were 36 questions in section II. The Job Satisfaction Survey (JSS; Spector, 1985) assesses nine facets of job satisfaction, as well as overall satisfaction. The original survey questionnaire is provided in the Appendix. The scale contains 36 items and uses a



summated rating scale format. This format is the most popular for job satisfaction scales. The format of the JSS makes it relatively easy to modify. Each of the nine facet subscales contain four items, and total satisfaction score can be computed by combining all of the items.

The nine facets of Job Satisfaction Survey are: (1) Pay, (2) Promotion, (3) Supervision, (4) Fringe benefits, (5) Contingent rewards, (6) Operating conditions, (7) Co-workers, (8) Nature of works, (9) Communications

#### **4.5 Reliability and Validity of the Measuring Instrument**

The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. In other word, the reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the 'goodness' of a measure (Sekaran, 2003). Consistency will used in this project. The internal consistency of measures is indicative of the homogeneity of the items in the measure that tap the construct (Sekaran, 2003).

Internal validity refers to the degree of our confidence in the causal affect (i.e. that variable X cause's variable Y). External validity refers to the extent of generalizability of the result of a causal study to other settings, people, or event (Sekaran, 2003). Face validity will use for this project. Face validity is considered by some as a basic and a very minimum index of content validity. Face validity indicates that the items that are intended to measure a concept do on the face of it look like they measure the concept (Sekaran, 2003).

## **4.6 Research Design**

### **4.6.1 Purpose of the Study**

The purpose of this study is descriptive because a descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation (Sekaran, 2003)

The purpose of this proposal is to summarize the investigation to be made about the job satisfaction of employees in small businesses in Şanlıurfa.

### **4.6.2 Type of Study**

This study will try to determine which variables affect each other on job satisfaction in small businesses. The type of investigation is correlational study because when researcher is interested in delineating the important variables associated with the problem, the study is called a correlational study (Sekaran, 2003), through the use of a survey questionnaire.

### **4.6.3 Extent of Researcher's Interference**

The extend of researcher's interference will be minimum interference. A correlational study is conducted in the natural environment of the organization with minimum interference by the researcher with normal flow of work (Sekaran, 2003).

### **4.6.4 The Study Setting**

This investigation is done in natural environment of the organization so that the study setting is no contrived setting and also correlational studies are invariably conducted is noncontrived

settings (Sekaran, 2003). The proposed study focused field. Correlational studies done in organizations are field studies (Sekaran, 2003).

#### **4.6.5 Time Horizon**

The study will be made cross- sectional nature, because a study can be done in which data gathered just once, perhaps over a period of days or weeks or months, in order to answer a research question (Sekaran, 2003).

#### **4.6.6 Unit of Analysis**

The unit of analysis refers to the level of aggregation of data collected during the subsequent data analysis stage (Sekaran, 2003). The unit of analysis will be individuals working in small businesses.

#### **4.7 Conclusion**

This section introduces the sources of data (secondary and primary sources), the sample, measuring instrument, Reliability and validity of the measuring instrument, research design (purpose of the study, types of study, extent of researcher's interference, the study setting, time horizon, unit of analysis) and the timetable for completing the proposed project.

## **SECTION V**

### **FINDINGS**

#### **5.1 Introduction**

This section depicts the results obtained from the questionnaire carried out on the subjects of the sample employees as described in section IV.

##### **5.1.1 Description of the Questionnaire Carried Out**

The questionnaire carried out approximately on the 102 small businesses and 10 middle size businesses in ŞANLIURFA which is included in Appendix. The questionnaire was divided into 2 sections. The first section of the survey asked about company size and employees' gender, age, education, marital status, tenure, total tenure and job position. Section II measured the degree of employee job satisfaction. Job Satisfaction Survey was used as the survey instrument. The JSS (Spector, 1985) assesses nine facets of job satisfaction. These nine facets are pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of Works and communication. Each of the nine facets subscales contain four items, and a total satisfaction score can be computed by combining all of the items. Measures used in this study were adopted from (Spector, 1985) Previous researchers used a six-point Likert Scale.

#### **5.2 Results**

The summary of the results obtained from the questionnaires are reported below.

**Table 5.3 Demographic Profile of Sample**

	N	%
<b>Gender</b>		
Male	225	80.4
Female	55	19.6
Total	280	100.0
<b>Age</b>		
Under 20	9	3.2
Between 21-25	53	18.9
Between 26-30	91	32.5
Between 31-35	71	25.4
Between 36-40	41	14.6
Between 41-45	12	4.3
Between 46-49	3	1.1
Over 50	0	.0
Total	280	100.0
<b>Education</b>		
Primary school	110	39.3
Middle school	65	23.2
High school	65	23.2
University	40	14.3
Total	280	100.0
<b>Marital Status</b>		
Married	208	74.6
Single	66	23.7
Widowed or Divorced	5	1.8
Total	279	100.0
<b>Tenure</b>		
Less than 1 year	38	13.6
1-3 years	130	46.4
4-6 years	85	30.4
7-9 years	17	6.1
10 or More years	10	3.6
Total	280	100.0
<b>Total Tenure</b>		
Less than 5 years	105	37.5
Between 6-10 years	107	38.2
Between 11-15 years	53	18.9
Between 16-20 years	13	4.6
Between 21-30 years	2	.7
More than 30 years	0	.0
Total	280	100.0

	N	%
<b>Job Position</b>		
Director	11	3.9
Manager	23	8.2
Accountant	23	8.2
Expert	10	3.6
Department Chief	36	12.9
Worker	177	63.2
Total	280	100.0
<b>Business Size</b>		
Mid-size Businesses	77	27.5
Small businesses	203	72.5
Total	280	100.0

**Total sample size 280.**

### **Demographic Profile of the Sample**

As show in Table 5.3, male respondents comprised approximately 80.4 % (n=225) of the total, and female respondents comprised approximately 19.6 % (n=55) of the total.

Table 5.3 indicated that 3.2% (n=9) of subjects were under 20 years of age, 18.9 % (n=53) were 21-25 years of age, 32.5 % (n=71) were 31-35 years of age, 14.6 % (n=41) were 36- 40 years of age, 4.3 % (n=12) were 41-45 years of age, 1.1% (n=3) were 46-49 years of age.

Table 1 indicated that 39.3% (n=110) of respondents were the primary school, 23.2 % (n=65) were the middle school, 23.3 % (n=65) were the high school and 14.3 % (n=40) graduted from a University.

In table 5.3, married subjects comprised approximately 76.4% (n=208), Single subject comprised approximately 23.7 % (n=66), and Widoved or divorced subjects comprised approximately 1.8 % (n=5) of the total.

Table 5.3 showed approximately 13.6 % (n=38) Employees were working less than 1 year, 46.4% (n=130) were working 1-3 years, 30.4% (n=85) were working 4-6 years, 6.1% (n=17) of employees were working 10 or more years.

Table 5.3 showed approximately 37.5% of the employee participants (n=105) worked less than 5 years, 38.2% (n=107) worked 6-10 years, 18.9% (n=53) worked 11-15 years, 4.6% (n=13) worked 16-20 years, and only .7% (n=3) worked than 21 years.

Table 5.3 showed approximately 3.9% (n=11) of employees were director, 8.2% (n=23) were manager, 8.2 % (n=23) were accountant, 3.6% (n=10) were expert, 12.9% (n=36) were department chief, and 63.2 % (n=177) were worker of the total.

Table 5.3 showed there were approximately 27.5% (n=77) Mid-size businesses, and approximately 72.5% (n=203) small businesses total of firms.



**Table 5.4 Means and Standard Deviation**

<b>Statements</b>	<b>Mean</b>	<b>Std. Deviation</b>
I feel I am being paid a fair amount for the work I do.	3.81	1.825
There is really too little chance for promotion on my job.	2.82	1.780
My supervisor is quite competent in doing his/her job.	4.66	1.308
I am not satisfied with the benefits I receive.	2.63	1.551
When I do a good job, I receive the recognition for it that I should receive.	4.27	1.626
Many of our rules and procedures make doing a good job difficult.	4.47	1.648
I like the people I work with.	5.37	0.957
I sometimes feel my job is meaningless.	3.18	1.740
Communications seem good within this organization.	4.55	1.389
Raises are too few and far between.	2.72	1.617
Those who do well on the job stand a fair chance of being promoted.	4.28	1.588
My supervisor is unfair to me.	4.65	1.529
The benefits we receive are as good as most other organizations offer.	3.79	1.536
I do not feel that the work I do is appreciated.	3.85	1.665
My efforts to do a good job are seldom blocked by red tape.	4.40	1.686
I find I have to work harder at my job because of the incompetence of people I work with.	3.70	1.427
I like doing the things I do at work.	4.44	1.356
The goals of this organization are not clear to me.	4.38	1.706

**Table 5.4 Means and Standard Deviation**

Statements	Mean	Std. Deviation
I feel unappreciated by the organization when I think about what they pay me.	3.91	.507
People get ahead as fast here as they do in other places.	3.68	1.576
My supervisor shows too little interest in the feelings of subordinates.	3.72	1.746
The benefit package we have is equitable.	4.21	1.625
There are few rewards for those who work here.	2.57	1.599
I have too much to do at work.	5.54	.900
I enjoy my co-workers.	5.11	1.135
I often feel that I do not know what is going on with the organization.	4.05	1.689
I feel a sense of pride in doing my job.	4.91	1.232
I feel satisfied with my chances for salary increases.	3.31	1.736
There are benefits we do not have which we should have.	2.42	1.387
I like my supervisor.	4.71	1.400
I have too much paperwork.	4.38	1.956
I don't feel my efforts are rewarded the way they should be.	2.93	1.687
I am satisfied with my chances for promotion.	3.71	1.686
There is too much bickering and fighting at work.	4.69	1.432
My job is enjoyable.	4.21	1.444
Work assignments are not fully explained.	4.44	1.588

When we look at the table, we see that the smallest of mean value is 2.42 (There are benefits we do not have which we should have) in here. The biggest of mean values is 5.54 (I have to

work to do much) as we see table, the mean of values changed between 2 and 6. The mean of values is usually more than 3 and this has 5 small values.

**Table 5.5 Alpha Values of Coefficient**

<b>Factors</b>	<b>Items</b>
<b>Pay (<math>\alpha=.81</math>)</b>	<p>I feel I am being paid a fair amount for the work I do.</p> <p>Raises are too few and far between.</p> <p>I feel unappreciated by the organization when I think about what they pay me.</p> <p>I feel satisfied with my chances for salary increases.</p>
<b>Promotion (<math>\alpha=.81</math>)</b>	<p>There is really too little chance for promotion on my job.</p> <p>Those who do well on the job stand a fair chance of being promoted.</p> <p>People get ahead as fast here as they do in other places.</p> <p>I am satisfied with my chances for promotion.</p>
<b>Supervision (<math>\alpha=.87</math>)</b>	<p>My supervisor is quite competent in doing his/her job.</p> <p>My supervisor is unfair to me.</p> <p>My supervisor shows too little interest in the feelings of subordinates.</p> <p>I like my supervisor.</p>
<b>F. benefits (<math>\alpha=.76</math>)</b>	<p>I am not satisfied with the benefits I receive.</p> <p>The benefits we receive are as good as most other organizations offer.</p> <p>The benefit package we have is equitable.</p> <p>There are benefits we do not have which we should have.</p>

Factors	Items
<b>Contingent rewards (<math>\alpha=.78</math>)</b>	When I do a good job, I receive the recognition for it that I should receive. I do not feel that the work I do is appreciated. There are few rewards for those who work here.
<b>Operating Conditions(<math>\alpha=.26</math>)</b>	Many of our rules and procedures make doing a good job difficult. My efforts to do a good job are seldom blocked by red tape. I have too much to do at work. I have too much paperwork.
<b>Co-workers (<math>\alpha=.73</math>)</b>	I like the people I work with. I find I have to work harder at my job because of the incompetence of people I work with. I enjoy my co-workers. There is too much bickering and fighting at work.

Because the sample size was not enough to run factor analysis, the groups/factors found in previous studies were used (Spector, 1997).

When we analyzed the coefficient alpha values, it's seen that supervision is the biggest of ( $\alpha=.87$ ) and operating condition is the lowest of ( $\alpha=.26$ ). When 31 number of item is removed (I have to work with much paper), the ( $\alpha$ ) becomes ( $\alpha=.46$ ). Therefore this item is removed from the analysis.

When we look at the other variables, which are share, promotion, fringe benefits, contingent rewards, co-workers, nature of work and communication, the coefficient alpha values is

( $\alpha=.81$ ). If 19 items are removed, the coefficient alpha values is ( $\alpha=.86$ ). So this item increased. As another variables and items of alpha values are close to each other, it is not necessary to do any variation. Another variables of alpha values are like this; Promotion of alpha values is ( $\alpha=.81$ ). This variable of value items is too close to each other. Alpha values of fringe benefits are ( $\alpha=.76$ ). Alpha values of co-workers are ( $\alpha=.73$ ). Alpha values of nature of work are ( $\alpha=.83$ ) and Alpha values of communication are ( $\alpha=.85$ ). Share, communication and nature of work are the biggest of values among these.

As a result, all alpha values of variables are usually big. The value of operating condition is only low. So this is not evaluated.

**Table 5.6 T-test Analysis for Gender**

Factor	Gender	N	Mean $\pm$ Sd	T	P
Nature of work	Male	222	4.28 $\pm$ 1.12	2.32	0.02*
	Female	55	3.82 $\pm$ 1.37		

\* $P\leq 0.05$

The result of the t-test analysis show that there is no significant different between mid-size and small businesses with respect to any of the dimension of job satisfaction.

However as seen in Table 5.3, there is significant different between male and female respondents in term of nature of work ( $t=2.32$ ;  $P\leq 0.05$ ). There are some reasons of positive answers of men these: generally work conditions of men who work in the factory are better after definite duration. The chance of raising to a higher rank of men is easier than women women don't have options for choosing jobs. Since 80 percent of factories work up eith cotton and fiber, women work definite units. These are the places which have heavy work

conditions. While 75 percent of men give positive answers but other 50 percent of women gave positive answers. When we look at the work power of men and women, we saw the women can resist heavy work conditions. Bilgiç (1998) saw in his work both men and women aren't different from the point of view of sex about job satisfaction. Work conditions work who are married love their jobs much more because they are conscious the workers who aren't married aren't satisfied their jobs temporarily.

Generally singles who under the age of 30 know they don't have difficulty when they lost their jobs and their promotion. We can say the communication between both workers and organization is good. Especially 75 percent of married workers replied the question positively we can say the singles have communication in job, too. We have observation about communication between workers and organization they know the aim of administration. Since to say the communication is good in organisation.

The aims of administration since to say the communication is good in organization the aims the organisation division of labour the communication of workers and what we have in organization must be known when we known these we can see the communication is good

**Table 5.7 T-test for Marital Status**

Factors	Marital Status	N	Mean±Sd	T	P
F. Benefits	Married	202	3.36±1.18	2.65	0.009*
	Single	64	2.93±1.11		
Co-worker	Married	204	4.81±0.88	2.36	0.02**
	Single	63	4.47±1.01		
Nature of work	Married	207	4.27±1.15	2.18	0.03**
	Single	64	3.88±1.27		
Communication	Married	205	4.46±1.26	2.46	0.01*
	Single	66	4.00±1.51		

\*P≤0.01

\*\*P≤0.05

However as seen in Table 5.3.2, There is significant different between married and single respondent in terms of all variables that are fringe benefits ( $t=2.65$ ,  $P\leq 0.01$ ), Co-worker ( $t=2.36$ ,  $P\leq 0.05$ ), Nature of Workers ( $t=2.18$ ,  $P\leq 0.05$ ), and Communication ( $t=2.46$ ,  $P\leq 0.05$ ). Consequently, the result which borrowed from t-test, the married worker are more dependent then single worker, they can communicate easier and better organization, and they like better their job and comprehended their responsibilities. Besides, married workers are in a better relationship than single workers.

The fringe benefit which provide to the workers is very important. Here, the marriages ones gave much more positive answers. But, both the marriage and single workers are not so pleased from fringe benefits. In the region they usually do not give benefits to the workers except their salary. The relationship and working together among the workers is good. The relationship among the married ones is absolutely better because the married people prefer to stay longer time on their job. So, it always keeps the relationship better. They are helping one



another better. The singles usually notice some events because of being under the 25 years old.

**Table 5.8 ANOVA for Age Group**

Factors	F	P
Fringe Benefist	2.14	0.05*
Contingent Rewards	2.52	0.02*
Nature of Work	3.76	0.001**
Communication	2.11	0.05*

\* $P \leq 0.05$

\*\* $P \leq 0.01$

ANOVA result show that there is significant difference among age groups. When the difference is detected further by LSD Post-hoc analysis, it's seen that respondent younger than 30 differ from the ones older than 30 years old. Some situation in seen in contingent rewards. Generally, the workers who are under the age of 30, working for one or two years, they are not liked by the managers because they have no status. The workers who are upper the age of 30 have a certain status and the relationship between the manager and these workers is good because of the past, so they are liked by the managers. As a result the age became older the answers which are given to fringe benefits and contingent rewards are more increased.

Another group is nature of work and communication. It observes the difference between the workers who are under the age of 25 and upper the age of 25. According to researches there is a communication problem for these workers because they have just started the work and the working conditions affect them.

**Table 5.9 ANOVA for Tenure**

Factors	F	P
Pay	9.89	0.001***
Promotion	3.97	0.004**
Supervision	4.11	0.003**
Fringe Benefits	8.90	0.001***
Contingent Rewards	11.1	0.001***
Co-worker	2.66	0.001***
Nature of Work	9.00	0.001***
Communication	2.91	0.02*

\* $P \leq 0.05$

\*\* $P \leq 0.01$

\*\*\* $P \leq 0.001$

ANOVA result show that there is significant difference among tenure groups. In here generally when we compare variables and tenure, promotion, supervision, fringe benefits, contingent rewards, nature of work and communication are shown that there is a difference between the years before 3 years and after 3 years. Only co-worker is shown that there is difference between before 7 years and after 7 years. The reasons of that difference are that when the period of working becomes higher, the effective of equal part, promotion, etc becomes higher, too. Moreover according to their period of working, the answer of these questions becomes negative. In here among the co-workers, the relationship between the co-workers who are in their sixth year is better than the others. That becomes slower after sixth year.

As a result of that there is a negative connection between the period of working and variables. When the period of working becomes higher, the expectation becomes more and more.

**Table 5.10 ANOVA for Total Tenure**

Factors	F	P
Pay	5.5	0.001***
Promotion	2.4	0.05*
Fringe Benefits	3.9	0.004**
Contingent Rewards	5.0	0.001***
Co-worker	4.6	0.001***
Nature of Work	7.1	0.001***
Communication	3.6	0.008**

\* $P \leq 0.05$

\*\* $P \leq 0.01$

\*\*\* $P \leq 0.001$

ANOVA result show that there is significant difference among total tenure groups. When we look at the total of work duration of workers who have worked for 10 years, they replied in middle level about job satisfaction. The workers who worked more than 10 years gave positive answer. It shows that as the duration of work increases, the job satisfaction increased. Some variables are important as parallel to total tenure. These are pay, promotion, nature of work, etc. The workers who worked less than 10 years divided because of their position or other reasons.

Consequently, there is a link between total tenure and variables. The workers who worked more than 10 years are satisfied their jobs and the workers who worked less than 10 years are in the middle level.

**Table 5.11 ANOVA for Job Position**

Factors	F	P
Pay	5.5	0.001***
Promotion	6.4	0.001***
Supervision	2.2	0.05*
Fringe Benefits	3.9	0.002**
Contingent Rewards	4.0	0.002**
Co-worker	4.1	0.001***
Nature of Work	18.1	0.001***
Communication	5.4	0.001***

\* $P \leq 0.05$

\*\* $P \leq 0.01$

\*\*\* $P \leq 0.001$

ANOVA result show that there is significant difference among job position groups. This pool is taken according to percentage of workers with workers. Workers generally are not satisfied their salaries and this situation affects their works negatively. Some of the workers give importance to promotion but some of them don't. In supervision workers are satisfied. The workers are not satisfied from fringe benefits but they are not pessimistic, too. The same situation is valid for contingent reward. The communication is good among workers and they help each other. Another problem for workers is nature of work. Workers are not satisfied with their working because there is not any standard for their area. The control is not good much more. It can be said the communication among workers is good.

The result of the pool which is taken among department chief is neither good nor bad. Chiefs' positions are better than workers. There are supervision, fringe benefits and contingent reward

for chiefs, too. But the chiefs gave positive answers in nature of work, co-worker and communication. The reason of this, chiefs are closer to manager than workers.

A pool is taken with experts. It can be said they are satisfied with pay, nature of work, communication, and supervision. It is difficult to say they are satisfied with other variables or not. The reasons of their positions are to leave from their jobs in some months of the year.

A pool is taken with accounts. The result of this they think good for nature of work, communication, contingent rewards. Accounts are closer with directors and managers so they decide together. They are not pessimistic about pay. The same situation is valid for supervision. But it is not valid for promotion because they have no choice for improving. There is a good communication among account.

Another pool is taken with directors and managers. They are satisfied with a lot of subjects. Because most of them are the relatives of the owner of the factory. Because of this they have authority while making decision.

**Table 5.12 ANOVA for Education**

Factor	F	P
Pay	3.7	0.013*
Contingent Rewards	2.8	0.039*
Nature of Work	7.3	0.001***

\* $P \leq 0.05$

\*\* $P \leq 0.01$

\*\*\* $P \leq 0.001$

The finding shows that education levels have differences. The respondents whose education level is primary school gave negative answer to the questions. Namely they are not satisfied with their salaries. In addition, they did not give positive answer about contingent rewards.

They are not satisfied with nature of work, too. Because they are working in the heavy business.

Another represent is the workers whose education level is middle school. They gave more positive answers than the workers whose education level is primary school. But they are not satisfied with pay and contingent rewards. But they are satisfied with nature of work.

The high school respondents are not satisfied with pay. The same situation is valid for contingent rewards but they approached the nature of work passively.

The respondents who graduated from university are satisfied especially pay and nature of work because they are both confident at work and they have an authority. They are satisfied with contingent rewards but not as much as the other two.

As a consequence; as the education level increase, the positive answers from worker increase. The job satisfaction is the best level. As the education level decrease, job satisfaction decrease as a parallel.

## **SECTION VI**

### **CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Introduction**

The objectives of this final chapter is to highlight the contributions that have been made by this study and to provide recommendations.

#### **6.2 Conclusion**

Small and medium size organizations' production capacities play an important role in Turkey's potential to achieve competitive advantage in the global business arena. Turkey's recent economic development and stability made her one of the most important countries in the world. There is a relationship between small and medium size companies according to competition and system of economy. It is accepted that small companies are better ways in economic development quest as these companies are more flexible in the changing nature of global markets. The clearest example can be observed in Şanlıurfa. Because of the harmony, many investments started in this region. It will be many small companies after building the second industry.

One result of the study was that 80 % of workers are males. The new investments in the region will provide more opportunities of employment. Another result obtained from this study shows that the workers are approximately within the same age range. Another result is about married workers as they are considered to be the others. They love their works; but single workers tend to have higher rates of turnover rates. Another result is that, if the time of working is increased. The workers which are working in the factory can be more satisfied if they are going to receive promotion.



When we compare the small and medium size companies within themselves, we cannot see many differences about satisfaction of the workers. It will be gotten better results in the future when the small and middle companies establish, it shows that the female wants have many choices for work. Because males are much more preferred in the factories of cotton. Only, in some of the departments need for women. According to questionnaire it is seemed that the male workers' positions and level of education are better than women. By new investments the difference which indicated will be lowered, as because the new factories will not build accept cotton and thread. For example the ready-made clothing products will require more female employees. According to research, the percentage of the factors which effects the workers became important; the cause of that is the bad situation of the economy and the rate of the unemployment. Because of the high rate of unemployment, the workers are forced to work for lower salary. The new companies which will be established are going to give importance to the performance and it will motivate the workers. The most important problem is arise from increasing the salaries. However, if the fringe benefits increase, the satisfaction will increase too. It is appeared that the supplement encouraging will equal, but rate of increase of the supplement encouraging is low. If the rate of encouraging increase satisfaction of the worker will increase too. The other factor which effects to the workers motivation is the contingent rewards. If you praise the workers because of the their good job, they will be satisfied. One of the other factors which the workers pleased are promotion, supervision, nature of work, and communication. If the managers behave more fair and if the workers work better the managers can act equal.

If the owners of the factories bring good managers, they can do their job better; so the new managers will prepare competition it appears new relationship to them. Making the relationship more powerful will satisfaction the work. If the managers give chances to the

workers, they can increase the quality of the work. The workers are going to be expert when the new work areas open, and they will understand the important of their job. It is seem that the communication among the workers is satisfactory but the relationships between the organization and workers can be improved. To make the relationships better among the workers they should give education to them. If the workers are supported about financial rewards, the satisfaction of the works will increase. When they establish new organizations, the working area will increase and choices for workers will be more, this event will increase the production of workers so, both the organization and the worker will be pleased. If the organizations do not give education or technology to the workers, none of them will save money.

### **6.3 Objectives of Study**

1- To depict the current theory on job satisfaction of employees in general (medium size) and in small businesses in particular.

The work is showed that the middle organizations and small organizations have no difference between them.

2- To identify the variables influencing the job satisfaction of employees in small businesses. It is seemed in the small organization that the important factors which effect are financial rewards, contingent rewards and fringe benefits.

3- To measure and describe the small business employees' job satisfaction or dissatisfaction in Şanlıurfa.

There is low satisfaction of work in Şanlıurfa, but it is increasing day by day.

#### **6.4 Limitation and Recommendations for Further Research**

Because of the limit of the time the work cannot be wide. If there is enough time to prepare a new work, it can be gotten better results. The other factor is for the second industries which are going to build, getting better results in the market. The cause of that's 80 percentage of factories are cotton thread factories.

#### **6.5 Conclusion**

This final section has empirical findings of this study together with the answers to objective of this study. Concluding remarks, the limitations and further recommendations for future were also included.

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## **APPENDIX**

## İş Doyumu Anketi

Sevgili Çalışanlar,

Bu ankete vereceğiniz yanıtlar, yazmakta olduğum bitirme tezi için bilgi toplamak amaçlıdır. Bu nedenle, yanıtlarınızı benden başka kimsenin görmeyeceğinden ve başka bir amaçla kullanılmayacaklarından emin olabilirsiniz.

Bu çalışma Şanlıurfa Organize Sanayi Bölgesinde çalışanların iş doyumunu ölçmek için yapılmaktadır.

Sizden istenen, her soruyu dikkatlice okuyup, daha sonra sizin için en doğru olan seçeneği işaretlemenizdir.

Yardımlarınız ve güveniniz için şimdiden teşekkürler.

**Abdulkadir AKSOY**

**Katılımcının ;**

**1. Cinsiyeti:**

☐ Bay ☐ Bayan

**2. Yaş aralığı:**

☐ 20'nin altında ☐ 21-25 ☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45  
☐ 46-49 ☐ 50 ve üstü

**3. Medeni durumu**

☐ Evli ☐ Bekar ☐ Dul yada Boşanmış

**4. Ne zemandan beri bu işletmede çalışıyorsunuz?**

☐ 1' yıldan az ☐ 1-3 yıl arası ☐ 4-6 yıl arası ☐ 7-9 yıl arası ☐ 10 ve daha fazla

**5. Bu meslekteki toplam süreniz**

☐ 5 yıldan az ☐ 6-10 yıl ☐ 11-15 yıl ☐ 16-20 yıl ☐ 21-30 yıl ☐ 30 yıl üzeri

**6. Şirketteki göreviniz?** ☐ Müdür ☐ Yönetici ☐ Muhasebeci ☐ Exper

☐ Bölüm şefi ☐ İşçi

**7. Eğitim Durumu**

☐ İlkokul ☐ Ortaokul ☐ Lise ☐ Üniversite

İŞ DOYUMU ANKETİ							
LÜTFEN HER SORU İÇİN VERİLMİŞ OLAN RAKAMLARDAN DÜŞÜNCENİZİ EN İYİ YANSITANI DAİRE İÇİNE ALINIZ		Kesinlikle kabul etmiyorum	Kısmen kabul etmiyorum	Biraz kabul etmiyorum	Biraz kabul ediyorum	Kısmen kabul ediyorum	Kesinlikle kabul ediyorum
1	Yaptığım iş için bana tatmin edici bir miktar ödendiğini düşünüyorum	1	2	3	4	5	6
2	İşimde ilerlemem için gerçekten çok az olanak var	1	2	3	4	5	6
3	Yöneticim işini yapmada oldukça yetenekli	1	2	3	4	5	6
4	Sağladığım ek teşviklerden memnun değilim	1	2	3	4	5	6
5	İyi bir iş başardığımda, hak ettiğim takdiri alıyorum	1	2	3	4	5	6
6	Kural ve prosedürlerimizin çoğu bir işi yapmayı zorlaştırıyor	1	2	3	4	5	6
7	Birlikte çalıştığım kişileri seviyorum	1	2	3	4	5	6
8	Bazen işimin anlamsız olduğu hissine kapılıyorum	1	2	3	4	5	6
9	Bu işyerinde iletişimin iyi olduğu söylenebilir	1	2	3	4	5	6
10	Ücret artışları çok düşük ve beklentilerden uzak	1	2	3	4	5	6
11	İşini iyi yapanlar işlerinde ilerlemeleri için adil bir olanağa sahipler	1	2	3	4	5	6
12	Yöneticim bana karşı adil değil	1	2	3	4	5	6
13	Elde ettiğimiz avantajlar diğer organizasyonların sundukları kadar iyi	1	2	3	4	5	6
14	Yaptığım işin takdir edildiğini sanmıyorum	1	2	3	4	5	6
15	İyi bir iş yapmak için harcadığım gayretler nadiren kurallar tarafından engelleniyor	1	2	3	4	5	6
16	Birlikte çalıştığım kişilerin yetersizliklerinden dolayı işimde daha çok çalışmak zorunda olduğumu fark ediyorum	1	2	3	4	5	6
17	İşte yaptığım şeyleri yapmaktan hoşlanıyorum	1	2	3	4	5	6
18	Bu organizasyonun hedefleri bana açık gelmiyor	1	2	3	4	5	6

	<b>LÜTFEN HER SORU İÇİN VERİLMİŞ OLAN RAKAMLARDAN DÜŞÜNCENİZİ EN İYİ YANSITANI DAİRE İÇİNE ALINIZ</b>	Kesinlikle kabul etmiyorum	Kısmen kabul etmiyorum	Biraz kabul etmiyorum	Biraz kabul ediyorum	Kısmen kabul ediyorum	Kesinlikle kabul ediyorum
19	Bana yapılan ödemeyi düşündüğüm zaman organizasyon tarafından takdir edilmediğimi hissediyorum	1	2	3	4	5	6
20	İnsanlar burada başka işyerlerinde yaptıkları gibi hızlı ilerliyor	1	2	3	4	5	6
21	Yöneticim astlarının neler hissettikleriyle çok az ilgileniyor	1	2	3	4	5	6
22	Sahip olduğumuz avantaj paketi adildir	1	2	3	4	5	6
23	Burada çalışanlar için az ödül vardır	1	2	3	4	5	6
24	İşte yapacağım çok şey var	1	2	3	4	5	6
25	Birlikte çalıştığım arkadaşlarımı beğeniyorum	1	2	3	4	5	6
26	Çoğu zaman organizasyonda neler olup bittiğini bilmediğimi sanıyorum	1	2	3	4	5	6
27	İşimi yapmaktan gurur duyuyorum	1	2	3	4	5	6
28	Maaş artışları için bana sağlanan olanaklardan memnunum	1	2	3	4	5	6
29	Sahip olmamız gereken, ancak sahip olmadığımız avantajlar var	1	2	3	4	5	6
30	Yöneticimi seviyorum	1	2	3	4	5	6
31	Çok kırtasiye işim var	1	2	3	4	5	6
32	Gayretlerimin olması gerektiği gibi ödüllendirildiğini sanmıyorum	1	2	3	4	5	6
33	İşimde ilerlemem için sunulan olanaklardan memnunum	1	2	3	4	5	6
34	İşte çok ağız dalaşı ve kavga var	1	2	3	4	5	6
35	İşim eğlenceli	1	2	3	4	5	6
36	İşbölümü tam olarak açıklanmıyor	1	2	3	4	5	6