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FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION**

GRADUATION PROJECT (MAN 400)

JOB SATISFACTION OF SALESPeOPLE

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ABSTRACT

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job ; and an attitude towards one's job . Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviours.

Job satisfaction is defined as the reaction of an individual to the working environment. Among the variables affecting the thoughts of an individual about his job there are his salary, promotion opportunities, social rights, chief, colleagues, working conditions, communication and demographic factors. Each of those variables affect his job satisfaction in various ways.

The aim of this study is to measure the factors affecting the job satisfaction of salespeople. It was made on the salespeople in Cyprus and in Turkey.

This study was made in order to investigate whether a change due to the demographic variables occurs or not in the job satisfaction of salespeople.

To make this research, a special Job Satisfaction Inquiry was developed. After the inquiry was handed out to the universe composed of 265 individuals, the 120 inquiries which were sent back were evaluated and the analyses were made on that number of inquiries.

Keywords: Job Satisfaction, Salespeople, Personal Selling

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SECTION 1

THE BEGINNING

1.1 Introduction

This section introduces the statement of the topic area, the problem situation, the problem statement and purpose of the study and conclusion.

1.2 Statement of the topic

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job ; and an attitude towards one's job . Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviours.

The concept of job satisfaction has been broached and analyzed by many researchers, organization scientists, sociologists, psychologist to make labor be coherent with the production line. To make labor re-navigable and to abrogate employee/employer dispute they studied the attribution of employees and the groups they form at the office (Sun, 2002).

Besides the performance related with terms of reference (duty performance), satisfaction is also related with non formal Organizational Citizenship Behavior (contextual performance) which is important for the organization's competence and productivity. Organizational Citizenship Behavior can be defined as being assistant to colleagues, developing the organization's existing applications, making suggestions, starting to work without any close inspection, and not wasting time. The employee who is pleased with the job would be

volunteering to do more work than his or her responsibility. So this shows that volunteering is a result of satisfaction and in relation affects the contextual performance and rise it up. In the long term this behavior will assist the organizational performance and rise it up with itself. George and Brief (1992), both emphasized that the positive mood at work induces the contextual performance.

1.3 Problem Situation

This study intended to explore the nature of salespeople's job satisfaction and to define the dimensions of salespeople's job satisfaction. This paper proposes to investigate the job satisfaction of salespeople in Cyprus and Turkey. The study to be undertaken will give us the understand salespeople's job satisfaction in Cyprus and Turkey.

1.4 The Problem Statement

This study intended to explore to summarize research to be made about the salespeople's job satisfaction in Cyprus and Turkey.

1.5 Objectives Set

The objectives of the study are formulated as the following:

- To define job satisfaction
- To identify theories about job satisfaction
- To define the dimensions of job satisfaction
- To define relations between demographic factors and job satisfaction of salespeople
- To identify how effect demographic factors related to job satisfaction of salespeople

- To describe and measure salespeople's job satisfaction or dissatisfaction in Cyprus and Turkey.

1.6 Conclusion

This section introduced the statement of the topic, the problem situation, the problem statement and objectives set.

SECTION 2

LITERATURE REVIEW

Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job ; and an attitude towards one's job. Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion), beliefs and behaviours.

The concept of job satisfaction has been broached and analyzed by many researchers, organization scientists, sociologists, psychologist to make labor be coherent with the production line. To make labor re-navigable and to abrogate employee/employer dispute they studied the attribution of employees and the groups they form at the office (Sun, 2002).

There are two important reasons to research the concept of job satisfaction by categorizing it as focused on the individual and as focused on the organization. Thinking as focused on individuals means that every individual deserves fairly treatment and consideration. According to this thought satisfaction of work is a result of good treatment and as so related to this fact also is an indication of psychological health. It is broached that the tension at the vacation spot can be the result and the reason of being unsatisfied from work. This dissatisfaction gives rise to psychosomatic disorders such as stomach aches, head aches, vomits and digestive disorders. The people who are un-satisfied from their jobs usually increase their use of alcohol, drugs and addictives (Spector, 1997; p.2).

It is also clear that the tension which this un-satisfaction gives way to and psychosomatic disorders, use of alcohol, drugs and addictives also affects these people's lives outside the office. Conversely the satisfaction from their lives outside the office can effect their satisfaction at work. There are three hypothesis developed to explain the interaction between these two fields. According to the first one, the feelings in one field affects the other. This hypothesis guides a positive relation between life satisfaction and job satisfaction. The second one claims that if a person is frustrated in one area he or she is going to compensate this by trying to make a progress in the other area. In such a case the satisfaction between these two areas would be negative. The third one depends on the idea of separation between these two areas because people divide their life as the one they live at work and the other time left. Researches made about this hypothesis, assists the first hypothesis (Spector, 1997; p.70).

The satisfaction of people not only affects them but also affects the organizations. The people who are frustrated with their jobs usually have negative reactions towards their work. The most known reactions are severance and irregular attendance at work. Related with the labor situation and unemployment rate in their countries, unpleased individuals start to search new jobs. They make a comparative evaluation and make a decision whether to leave the job or continue on (Hulin and the others, 1985). If the individuals can not make a decision about quitting the job, this will result as absenteeism. Absenteeism can be defined as coming work late or going home early without a valid excuse. The correlation between satisfaction and absenteeism is low and Brief (1998) and Spector (1997), claims that this lightness has plural reasons. One of these reasons is that absenteeism is a complicated variable and can have many reasons underneath. The reasons such as having an accident, to get sick or a family member's sickness has nothing to do with satisfaction. The other one can be the absenteeism policy that the organization initiates. Absenteeism at the organizations which clearly explain that they

have no tolerance to absenteeism and imposes sanctions would be much more less than the ones which don't have a clear policy and follow the employees' absenteeism rarely. Similarly, Johns and Nicholson (1982); Martocchio (1994); Nicholson and Johns (1985), defines that the low relation between satisfaction and absenteeism could depend on the "culture of discontinuity" (Brief, 1998; p.37). The relation rate would be low in the cultures which have strict rules about absenteeism and where people should go to work if it is not impossible.

Even if the widely held opinion is that the happiness at work brings high performance, Spector (1997), claims that the relation between these two are low too. But according to him this low correlation depends on the problems which grow out from performance measurements. Because these measurements are usually made by managers and for this reason they can be held in a prejudiced point of view. Jacobs and Solomon (1997), think that the relation between these two components would be higher in the organizations where employees are rewarded for their successes (Spector, 1997; p.56). Just like tension being the result or the reason of satisfaction, satisfaction can be the result of rewarded performance like as satisfied worker showing high performance (Porter and Lawler, 1968). Ostroff (1992), analyzed this relation from the organizational point of view and emphasized that the individuals who are happy with their jobs, shows collaboration with organizational aims. Ostroff's search proves that the organizations with high satisfaction levels also show high performance.

Besides the performance related with terms of reference (duty performance), satisfaction is also related with non formal Organizational Citizenship Behavior (contextual performance) which is important for the organization's competence and productivity. Organizational Citizenship Behavior can be defined as being assistant to colleagues, developing the

organization's existing applications, making suggestions, starting to work without any close inspection, and not wasting time. The employee who is pleased with the job would be volunteering to do more work than his or her responsibility. So this shows that volunteering is a result of satisfaction and in relation affects the contextual performance and rise it up. In the long term this behavior will assist the organizational performance and rise it up with itself. George and Brief (1992), both emphasized that the positive mood at work induces the contextual performance.

1.1 THEORIES ABOUT JOB SATISFACTION

1.1.1 HIERARCHY OF NEEDS THEORY

Maslow, gathers up the individual's basic requirements under five main headings. These are physiological needs; security needs, to belong somewhere, respectability and self-implementation. According to Maslow, these needs have a hierarchical ranking. For example, need of respectability, which is a higher level, will only come up only if belonging needs are satisfied Maslow (1968), defines the physiological needs as feeding, clothing, sheltering, sleeping, sexes, etc. And he also says that these needs should be satisfied for a healthy growth. The second step after this is security and protection needs. If one feels that his or her safeness doesn't have a continuance, he or she will try to search for a safe environment which will block the upper stage. Maslow's third step, which is called belonging needs, consists of being a member of a family or a community and having friends, social life and being loved. Other than the acceptance by the community, respectability also includes one's self-respect. Psychological health would definitely be in danger if one's individuality is not accepted or respected by the community or even by his/herself. If his/her personality is not appreciated the person would lose his/her psychological health (Maslow 1968). According to him, the people

who perform his/herself would be an independent individual and identify with the environment. Self-performing is not a continuous situation and is strictly related with age. Maslow, also states that only a few human can get ahead with this situation (Maslow 1968).

When we take a look at Maslow's Theory and try to explain why people act in a self-sacrificing mode and take orders from others in organizations and try to fill in the background we can see that people;

- Need a job to satisfy their **physiological needs**
- Want to be covered by an insurance policy or be a trade union member thinking of the time they can be unemployed, and want to make savings for their future to satisfy their **protection needs**
- As a result of being a social being, they work in groups they can communicate, form associations, clubs and professional corporations which take root from **belonging needs**
- To satisfy their **respectability needs**, they furnish services to others and win their approval, improve their self-confidence and feel that they have a position in the community. The biggest example for this need is getting promotion, having more responsibility and trying to improve their social statutes.
- For **self-implementation needs** they use their creativity at their work to perform themselves (Eren, 1993; p.28-29).

Even if Maslow's theory has been accepted generally at the following studies, it also has been under the lash of criticisms. As an example Urban (1982; s.71), puts out that his explanations about the human nature is far away from cultural context, but that the theory can only be current for modern industrial society. Applying this view to the whole historical cultures would be a big mistake.

1.1.2 EXISTENCE, RELATION AND GROWTH THEORY

This theory is about human attitudes and how these attitudes become permanent. According to Aldefer (1972), satisfaction and desire are subjective. Satisfaction is an inherent situation gained by the individual as a result of his/her relation with surroundings. But desire doesn't have to be related with extrinsical situations and therefore desire is more subjective. Requirement includes both desire and satisfaction, or frustration which is the opposite of these two concepts.

Aldefer established his theory ERG upon these concepts and developed an alternative to Maslow's theory.

The requirements for existence includes different forms of material requests such as food, water, clothes, shelter, etc. Looking from an organizational point of view wage and business conditions are among these requirements. Relational needs are communicational needs which depends on mutual sharing of thoughts, feelings etc. acceptance, approbation, apprehension are the components of relation process. According to him, people's requirement levels effects their satisfaction as well as affecting the people who are in some kind of relation. Trying to be

creative or efficient is among growth needs. Satisfying these needs depends on using their capacities and improving new devices. Some environments can be encouraging some can be obstructive. In an obstructive situation the desire of growth does not make sense and therefore we can't talk about the satisfaction of growth.

ERG includes three basic needs which correspond to Maslow's 5. Both of the theories agree on the idea of not stepping the upper level unless satisfying the one on it but they have differences. According to ERG if the needs on the level person stands on won't be satisfied, then the lower step comes towards which is called mortification. Even if Aldefer's theory has on hierarchy like Maslow, it is not as strict as that. Aldefer organized the needs from concrete to abstract. He also said that more than one needs can show up in the same time. For example, a hungry man can also feel he is belongs to a community or not like he can also realize what he is capable of (Aldefer 1972).

1.1.3 MOTIVATIVE-PROTECTIVE THEORY

Herzberg, Mausner and Snyderman have developed the Motivative-Protective Theory as a result of their researches. The question Herzberg and the others (1959), was trying to answer what an effect various factors have on job satisfaction or dissatisfaction depending on their features. The researchers classified these factors into two subgroups as those related to the work itself and those met while working and named the ones related to the work itself "satisfiers" or "motivators" and the ones met while working as "dissatisfiers" or "protective factors". The researchers classified the factors as high-sequence and low-sequence while doing their research. High-sequence events are emotions that individuals define as good and low-sequence events are the ones defined bad. High-sequence events affect the individual

positively for his job; the low-sequence events dissatisfy him about his job. Success, being well-known, the job itself, responsibility and development (satisfiers) are directly about the job and company policies, administration, auditing, fees and working conditions (protective factors) are the part of the general condition about the job. The first five factors make the individual improve a positive behavior to his job; in other words if he succeeds in his job, feels that approved by his job-mates and managers, finds his job interesting, has the responsibility for his job and gets promotion, he will get job satisfaction. Herzberg and the others stated that those five factors are found in the high-sequence events more than low-sequence events and play an important role. Very rarely, these events may cause low-sequence events. This is why these are called satisfiers or motivators and when these are absent, why the individual can not get job satisfaction. Company policies, administration, auditing, fees and working conditions are the factors that affect the individual negatively. Herzberg and the others reached a conclusion that these factors are usually found in the low-sequence events and they rarely contribute to job satisfaction. So they were not in the motivator factors section. They are called protective (hygiene) because they are similar to the medical hygiene principles, what hygiene does to the conditions dangerous for health is done by these factors in the work place. These factors, as hygiene, do not have curing qualification but lack of them shall cause more discomfort (Herzberg, 1959).

As a result, when we consider these two factors, we can not claim that opposite of job satisfaction is job dissatisfaction. For job satisfaction, motivator factors are needed. Lack of them causes not to get satisfaction. But if we talk about job dissatisfaction, the protective factors may go below the grade that the individual feels reasonable.

It is told that this theory caused majoring on motivator factors and throwing fresh light on the effects that motivate the workers and the enrichment actions to improve these effects. On the other hand, Herzberg theory is criticized that some of the protective factors may also be motivator factors (Paknadel, 1995, p.25).

1.1.4 VALUE (EXPECTATION) THEORY

The first theory that may be explained within the Value (Expectation) Theories is Cornell Model (a.k.a. Cornell Satisfaction Studies) developed by Smith, Kendall and Hulin (1969). According to Smith and the others, job satisfaction is the perceptual reactions that are developed by the individual about his job and different aspects of his job conditions. According to researchers, these emotions are caused by the events in life that the individual meets and the thoughts of him if about what is reasonable and fair.

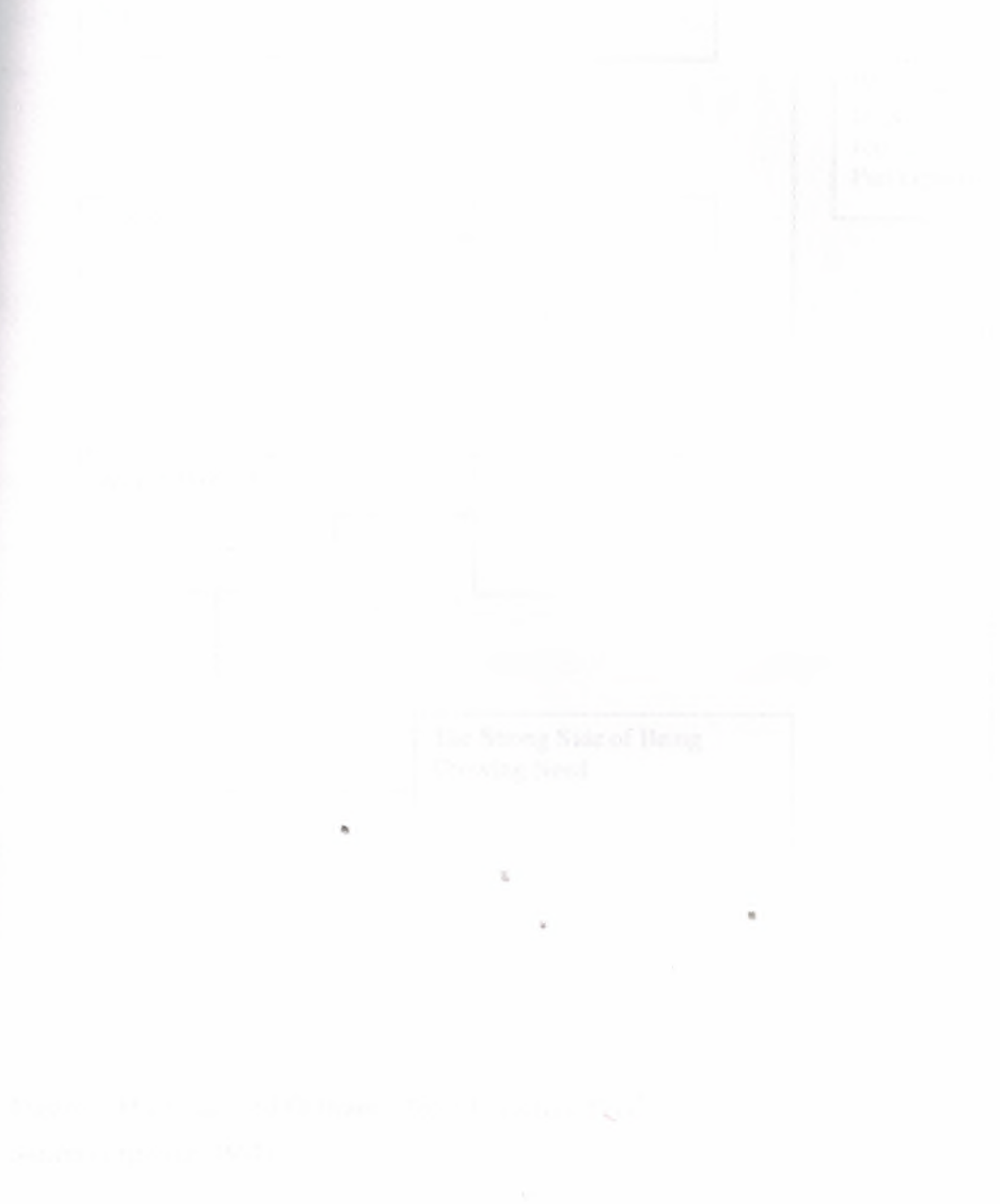
Smith and the others are the first researchers that introduced the frame of reference concept which is the basis of Cornell studies. Frame of reference is consisted of the internal standards used by the individual while evaluating him. This standard is related to the former life, expectations and alternation threshold of the individual. Frame of reference concept is two-sided. The first side is the General Adaptation Level which shows the weighted average of all the motives and conditions in the lives of the individual and the second one is the aim points and alternatives of the individual in the subjective alternatives. The alternatives that the individual may reach are as important as General Adaptation Level. For instance, the best and the worst jobs form the basis of his emotions and behaviors. If his current job is close to the best job he can think of, he will get job satisfaction (Smith, Kendall, Hulin, 1969).

Frame of reference concept has two time perspectives as short-term and long-term and three dimensions as certain, relative and definitive-evaluative. The individual may evaluate his job within the framework of jobs that he can get in his whole life. This frame of reference shall arise when it is asked him what job he wants or when he wants to change his job. What he has to do before going to work, whether the time-period for those is reasonable or not, impatience of his managers, his own susceptibility are the examples of short-term frame of reference. The individual makes his evaluations by determining a frame of reference, in other words within a standard. This standard is sometimes internal, certain because it is independent from a given situation and sometimes external, relative because depends on a given situation. The evaluation of the individual what he gets from and contributes to his job with another worker is a relative evaluation. Certain estimations are closer to the general adaptation level than the relative estimations. Definitive dimension of the frame of reference is about the subjects that are not open to interpretation and closely related to job such as Office hours. Evaluative dimension is about the subjective topics such as how fair the management is.

Smith and the others developed Job Descriptive Index where they implicated the job itself, fees, promotion opportunities, supervision and work-mates dimensions that they believe the most important aspects to measure the job satisfaction by starting from the frame of reference point.

The second theory that can be explained in this sub-section is the Features of the Job Theory that explains the reasons of job satisfaction developed by Hackman and Oldham (1975). This theory is built on five fundamental features of job, namely skill variety, duty integrity, importance of duty, autonomy and feedback dimensions. According to the theory, said features cause three psychological situation in the individuals. These situations are causing

important results for job satisfaction and motivation. Skill variety, duty integrity and importance of the duty make the individual feel that his job is important; autonomy makes his responsibility emotions improve and feedback makes him to have information about the result of the duty (Figure 1).



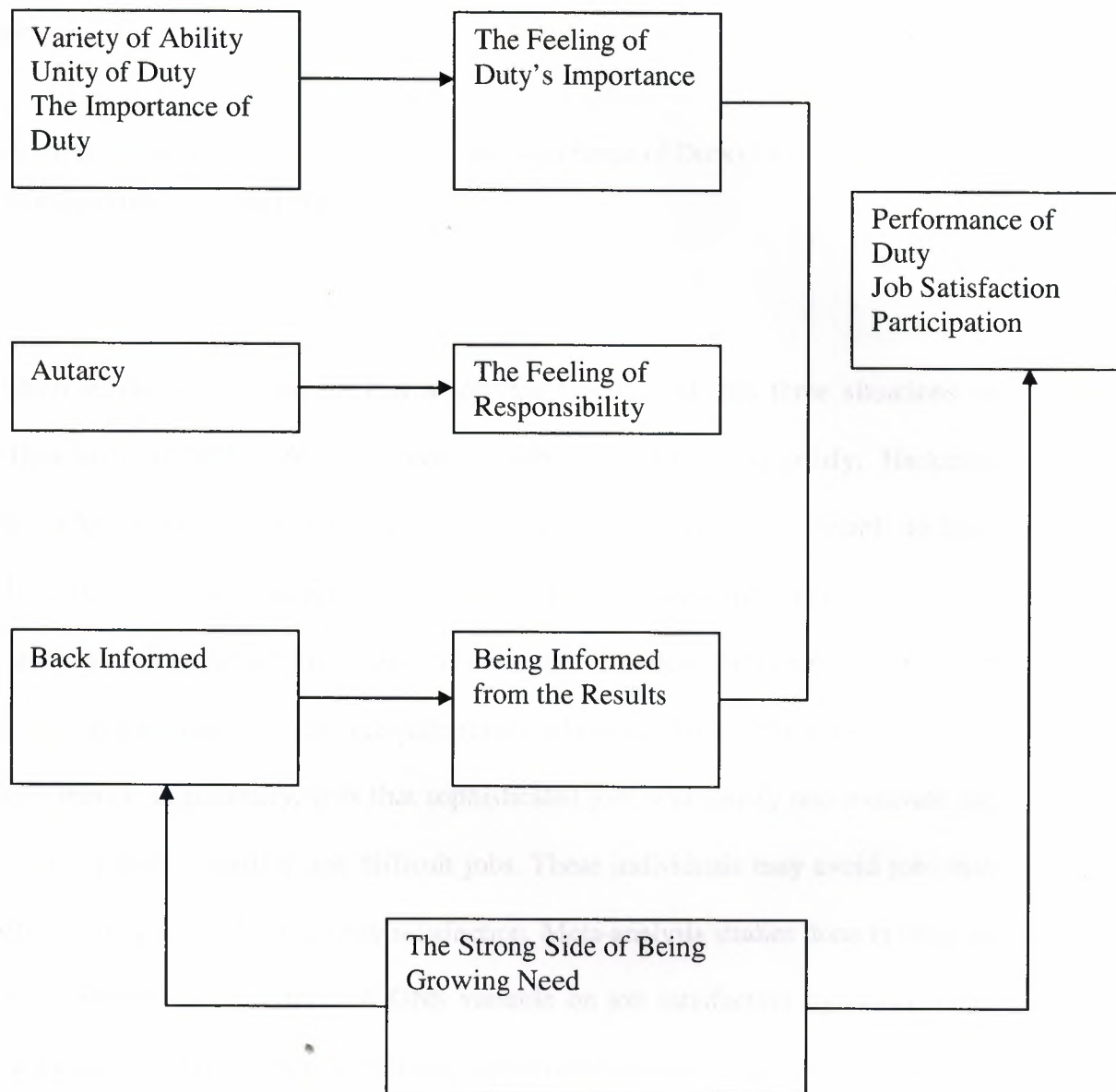


Figure 1. Hackman and Oldham's Job Characters Theory

Source: (Spector, 1997)

Also according to this theory, these five fundamental features determine how the job will be motivating. This can be calculated when we find the Growth Need Strength (GNS) with the Formula below:

$$MPP = (\text{Variety of Ability} + \text{Unity of Duty} + \text{The Importance of Duty}) / 3 * \text{Autaracy} * \text{Back Informed (Hackman and Oldham, 1975)}$$

The calculation in the formula means that a job has to create all the three situations to motivate. How high the GPP grade is, the more the job will motivate and satisfy. Hackman and Oldham added Growth Need Strength (GNS) which was a personality variable to their theory in 1976. GNS variable means the realization of senior needs of individual such as autonomy and personal development. When this variable is added, the theory tells that the features of the job may just motivate the individuals who have high GNS (Spector, 1997; p.31-33). This theory, in summary, tells that sophisticated jobs will satisfy and motivate the individuals who choose interesting and difficult jobs. These individuals may avoid jobs that are so easy that is why they will not get any satisfaction. Meta-analysis studies done in order to examine the hypothesis of the effects of GNS variable on job satisfaction by Loher, Noe, Moeller and Fitzgerald (1985), support that the correlation between the job satisfaction and features of the job in the individuals with high GNS is higher than those with low GNS (Spector, 1997; p.34). Hackman and Oldham (1975), have developed the Job Diagnostic Survey to measure all the variables in their theory.

According to the theory developed by Porter and Lawler (1968), job satisfaction is closely related to performance and awards given fairly. The performance shown by the individual in the job given to him is awarded and the awards results satisfaction. This award-satisfaction

relation is set by the justice perception of the individual, in other words what the individual feels about whether the award given to him is fair or not is important. If the individual feels that it is unfair when he compares the awards given to him for his efforts with the awards and efforts of the others, this will result a negative effect in his job satisfaction. Porter and Lawler also stated that there were role conflicts in the organizations which effect the motivation, effort and success of the individuals negatively. Role conflicts are met in the organizations where terms of references are not made properly or powers and duties are not declared obviously. Then, in the organizations where role conflicts are minimized, to be motivated will be easier. (Figure 2) (Eren, 1993; p.357).

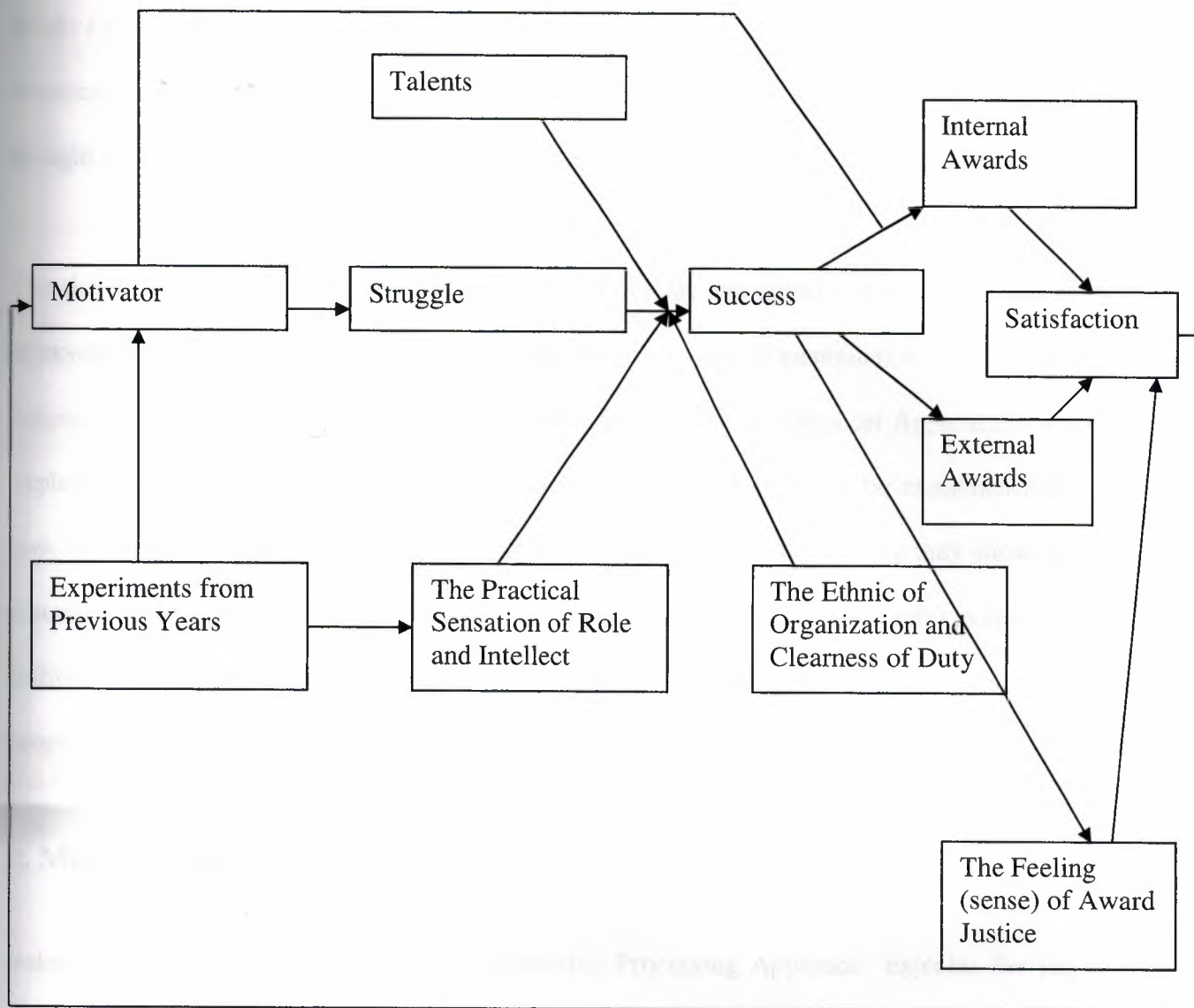


Figure 2. Porter and Lawler's Expectancy Theory

Source: (Eren, 1993)

Brief (1998, p.27-28), states that the theory developed by Porter and Lawler just draws attention to duty performance and the distributive justice but job satisfaction may also be thought as a result of the contextual performance awarded by using the procedural justice.

The three value (expectation) theories explained above are the theories that are thought to represent the whole in the best way as a result of the written source examination studies in the subject but not all of the job satisfaction theories classified as the Classical Approaches and explained by beginning from the Need Theories. The theories that will be explained from now on shall be explained under the title of Modern Approaches that is why they show the distance covered in the job satisfaction studies done between 1970 and 2000, stress the individual more and handle the relation between the work place and individual in a wider scope.

2. Modern Approaches

Salancik and Pfeffer's (1978), "Social Information Processing Approach" explains the job behaviors in a comparison with the need and expectation theories. The researchers cite that the need theories are built on the needs directly related to individual and the social context where the individual works is not considered. Salancik and Pfeffer, claim that social context of the job is important and this context is effective in the behaviors and activities of the individual. Social Information Processing Approach is a theory which depends on human sciences as its origin and claims that environment and external reality do not give data but give some clues to the individual to build this reality. In this context, the forming process of the external reality is cognitive and effective and the reality built always requires a social environment.

This theory, different than the need theories, states that individual has the ability to form his own job satisfaction effectively by perceiving and interpreting his own social environment and former life and behaviors selectively. For instance, if this social environment is composed of managers and experts who want the individual to re-define his duties, the individuals whose opinions are asked shall try to understand and interpret their positions and duties according to the concepts used by those managers and experts. The information taken from the individual by this method, contrary to the claims of the need theorists, shall not reflect the actual needs of the individuals but only consists of their interpretation of their positions on the external criteria imposed by the organization and the managers. If the questions are asked to the individual by a group other than the managers, for example survey takers, then the survey takers may be deemed as the social environment of the individual; this time, the individual shall be affected in different way from a different group and develops a series of behaviors and reasons that explain and rationalize his behaviors about and approaches to his work place in a better and proper way. In both situations, the individual shall interpret himself and his position in the work place by deforming within the context of the questions and criteria from his social environment. This makes the re-designing of the job as a work place and job satisfaction surveys as a method problematic. For this reason, according to Salancik and Pfeffer (1978), Job Diagnosis Survey developed by Hackman and Oldham (1975), which reveals the features of the job within a survey raises doubts about its persuasiveness and certainty. According Salancik and Pfeffer behaviors are the result of interpretation of the attitudes, effects of social knowledge and factual features. Therefore social problems can not be confirmed by just measuring the job behavior.

Hulin, Roznowsky and Hachiya (1985), developed a holistic method of job satisfaction starting from the models studying the severance desire of the one who quit, his perception of

severance shall be easy and the relation between job opportunities. Hulin and the others said that the individual may feel job satisfaction or dissatisfaction and seek another job after interpreting comparatively the job opportunities outside the organization and the opportunity cost and incomes of his current job. The perception of the individual about the job opportunities in the market is seemed to be depending on the economic revival or recession trends in the related period (For example, it is observed that when there is an economic growth and a decrease in the unemployment rate, the individual shall perceive that his alternative job opportunities increase and as a result considers the cost and income of his current job and feels that his contribution to his job increases but contribution of his job to himself decreases). The importance of this model for the job satisfaction studies and the reason it is called holistic is because it can put Cornell model reference frame approach and severance models of the opportunity cost and income of the job within the same context. This model is parallel to the claim of numerous theorists (for ex. Salancik and Pfeffer; 1987), in this area that job satisfaction is a perception and behavior developed by the individual efficiently. In both theories, individual may interpret a series of variables such as (Hachiya, 1985), the job opportunities in the market and cost and income of his current job comparatively and as a result of this may develop job satisfaction as a behavior. This approach is different than the individual to be passive against the external (work place) and internal factors and to percept job satisfaction as a feeling created by those factors.

The newest and most cognitive weighted approach that shall be explained in this section is the individual differences job satisfaction theory. According to this theory, job satisfaction is the estimation formed by the individual relating to the satisfaction grade of the individual from the work place. The individual stores a series of events and conditions which happens in the work place in his mind by using his individual features such as his information, cleverness

and skills while forming this estimation and when he makes estimation about his job, he recalls this information previously stored (Brief, 1998; p.31).

Although Motowidlo's theory is mainly cognitive and it is placed in modern approaches, it is the complementary of Cornell model's reference frame idea which is one of the classical approaches.

In the end of 80's and in 90's, theories that were developed against traditional theories and considering individual characteristics can be mentioned: the debate between theories supporting business enrichment thought (e.g. Maslow, Herzberg, Hackman and Oldham and Lawler's theories) and social information processing theories caused to bring up Staw, Bell and Clausen's (1986), individual tendency concept as a factor effecting business attitudes. Staw and the others starting with the idea of satisfaction's individual dimension is sacrificed and as a result of their longitudinal research, supported that individual tendencies will affect the business attitudes. Staw and the others, accepted like social information processing theorists that business is a complicated stimulant and followed by a cognitive manipulation, but continued that individuals carry their positive and negative perception tendencies to the business area, proceed the information in the business area according to these tendencies and as a result they feel a business satisfaction or dissatisfaction. From this point, individuals' perception tendencies are said general departures that provide them to examine the stimulants in the life as positive or negative. According to Staw and the others, in a very negative business area the perceptual tendency can not affect the individual's sense as much as he supports that the business is very nice, but is an important determiner of business attitudes. This theory is not clear about if the perception is constant or not, if its source is genetic or social; but suggests even the source is past social lives or genetic features; it effects the

individual's future business satisfaction level. Another important thing about business satisfaction and organizational development that this theory specifies is in case the business is re-designed, individual differences must be taken into consideration. The theory specifies that re-design of the business is more adequate to the individuals whose perceptual tendencies change within time and different cases more than the individuals that are chronically happy or unhappy.

In the second half of 80's, the scope of the affect's premises and consequences is enlarged; and the personality features and role of the tendencies are started to be discriminated as Staw and the others (1986) emphasized the premises – factors that create the affect-. Together with the affect's premises about the business, new concepts like Organizational Citizenship Behavior (OCB) or social perceptual organizational behaviors are added to the consequences. In these studies, relationships between personality - affect, and affect – behavior are analyzed on the individual analysis level. George (1990), claims that these relationships can be studied in workgroups level in addition to personal analysis level. George's claim's theoretical base is the Schneider's Attraction-Selection-Form (ASA) Theory that was published in 1987 and group socialization literature. According to the ASA Theory, the personal features will act a part even implied in the position that will be determined by the organization that the new employee will work; the employee will be included to a group appropriate to his/her personal features. In this period, the person will be attracted by the groups that have members with the similar personal features of him/her self and will be motivated to continue working with these groups. Thus, ASA periods creates personal similarities within groups.

George (1990), speaks about positive and negative affect about personal features. Positive affect represents that the individual is healthy in general, has a pleasurable and effective communication with the outer world and has tendency to live positive sensation cases; negative affect represents that the individual has tendency to live negative sensation cases like stress, anxiety and annoyance. George expresses that these personal features create the affect atmosphere of the groups that consist of individuals, the consistent and homogeneous reactions within the group; in case these reactions are not consistent, we can not mention about a group affect atmosphere.

George (1990), after explaining that personal features are from the premises of the organizational behavior with the ASA periods, clarifies the organizational behavior that is a consequence of affect about business and how absence exists in accordance with these premises. According to George, if the negative affect atmosphere level within the organizational groups is high, absence appears; if positive affect atmosphere level is high, organizational behavior appears.

The essay that George and Brief (1992), wrote together is an examination of organizational volunteerism model as an enlarged version of George's above mentioned study about premises and consequences of organizational behavior. The affect is the key concept also in this essay and it is specified that it impresses the group's affect atmosphere's emotional state. It is mentioned that the business satisfaction's perceptual and cognitive nature, the emotional state is a roughly indicator of business satisfaction's perceptual content and therefore it is claimed that affect area can be examined with emotional state and business satisfaction can be evaluated by now. Affect represents the perception about business and emotional state tells the perception in the work area. In this point, it's better to describe the

organizational volunteerism forms first and come back to the effects of the emotional state later.

George and Brief's (1992), description of organizational volunteerism formulated as helping the colleagues, protecting the organization, making constructive suggestions, self improvement and spreading good will. These are not the roles determined by the organization, they are not rewarded and therefore they are affected by the emotional states independent from the organizational roles. According to the authors, emotional state concept can be used instead of affect, therefore instead of positive affect and negative affect; it can be said positive emotional state and negative emotional state.

According to George and Brief (1992), the emotional state in the working area is the building stone of the organizational volunteerism; has the most important effect on the consideration periods and volunteer behaviors in the organization. Both positive and negative emotional states may have positive and negative effects. The positive emotional state causes volunteer behaviors but on the other hand it causes to reject the change which is considered as a threat to the corruption of this emotional state. The negative emotional state causes aggressive tendency in individuals but also may cause realization in advance the probable problems and disadvantages of an alternative idea proposed during the policy establishment period in the organization.

3. DIMENSIONS OF JOB SATISFACTION

Through the highlights of above mentioned theories, models and other researches job satisfaction factors, in other words, could be evaluated in two main headings. One of them is "working environment and work-related factors". How an individual has been treated, the features of his job, the relations between other co-workers and awards could be discussed in this context. The second one is personal aspects of the individuals and their previous lives. These variables, gathered in two groups, by influencing each other affect job satisfaction (Spector, 1997). It could be possible to identify these variables as environmental and individual factors according to Spector's classification and it could be organized as follows;

3.1. Environmental Factors

Before discussing Spector's classification, among the environmental factors creating job satisfaction and considering that it is related to work, Hackman and Oldham's (1975) theory of job characteristics could be mentioned at this point. That is, the work environment source consisted of skill variety, task identity, task significance, autonomy and feedback which would be detailed in the second part.

3.1.1 Wages

The correlation between wages and job satisfaction is considerably low. Spector (1997), out of his study, by evaluating different working fields giving three samples, found out that correlation as -.17 (Spector, 1997; p. 42). Jacques (1956), was the first one who dealt with the concept of justice in the offices, came to the conclusion of unfair level of wages create imbalance between the individuals (Brief, 1998; p. 23).

3.1.2 The opportunity of Promotion

As is understood, like the importance of fair level of wages, an individual would compare his performance with others (Smith, Kendall and Hulin, 1969) and the job satisfaction would be decided according to the fair promotional opportunities.

3.1.3 Control

It is the freedom of individuals' taking decision about their works. Individuals autonomy is restricted to the extent of how much chance they could have for controlling their own work. However in an organizational extent, the control mechanism has limited the individuals. Processing a control mechanism by allowing individuals to be involved closely in creating general policies in the organizational structure has positive effects on job satisfaction. In some works the rapidity of work has been decided by machines instead of individuals. Concerning to such control mechanism, based on the study of Frankenhaeuser ve Johansson (1986) have been giving clues about the destructive effects if machines decide the rapidity of work (Spector 1997; page 44) Similarly, Smith, Hurrell and Murphy, (1981) compared a post office workers whose work rapidity determined by machines and the workers having no machines, they found out that workers having no machines have higher job satisfaction (Spector: 1997; p. 44).

3.1.4 Supervision (Manager Relations and Co-workers)

When an individual undertake the works according to task distribution, involves in the relation of organizational structure. He works with his co-workers based on his task an he has line relationship. Supervisors make the planning and control their inferiors whether the task performed as planned or not. At this point, if this control mechanism restricts the workers and

do not allow latitude while performing their tasks, make participations difficult, job dissatisfaction would definitely be occurred. An individual's working environment has a similar effect on job satisfaction. As much as an individual involves in a successful community who has similar view of life, his job satisfaction grows accordingly (Erdogan, 1996; p. 241-242).

3.1.5 Communication

Due to the management system, communication is individuals' carrying over information and instructions among themselves, preparing systematic al reports for enabling group solidarity. Researches shown that lack of communication creates dissatisfaction but that does not necessarily mean that good communication creates satisfaction (Erdogan, 1996; p 242).

3.1.6 Social Outlook of Organization and Working Conditions

Every organization based on its outward appearance, its providing rights to employees, and its image has different impresses on environment. Individual prefers and satisfies with working in these organizations approved by the environment and perceived as speciality. Working conditions could also affect the source of satisfaction or dissatisfaction. Works being dangerous for an individual, even the cold or hot offices could effect job satisfaction. Working conditions is important for both personal comfort and performing a good task. Many people desire to work in offices close to their houses, clean, modern and have adequate office equipments.

3.1.7 Researches on Relations between Demographic Factors and Job Satisfaction

It's known that individual factors have affect on job satisfaction. The demographic peculiarities such as age, sex, marital and educational status up to the time, place, and environment of birth can be respected as personal factors. Inventions taking place in the written sources of the relation of demographic peculiarities and job satisfaction are mentioned below.

3.1.7.1 Age

Up to the results in the researches of Lee and Wilbur (1985) by three age group (below 30, between 30-49, over 50) of public workers, education, job seniority and salary used as interval factors; the group of below the age of 30 obtains less satisfaction of the internal peculiarities of their job, and a considerable difference is observed in the groups of ages between 30-49 and over 50. The same research points out that the group over 50 is more satisfied by the external peculiarities such as promotion, compensation and working conditions, stating that job satisfaction and age has a positive correlation.

Hunt and Saul (1975), in their researches aims to clarify the relation between age, seniority and job satisfaction and in this junction to test the preceding results on sex. Up to the research results of Hunt and Saul white collared workers have a positive and linear relation between general job satisfaction, age and seniority.

Glenn, Taylor and Weaver (1977), claims that age affects the job satisfaction of both sexes; describing that it's not about growing old as the other researchers mention but about the same age groups show the same demographic peculiarities but could not reach an exact conclusion. Glenn, Taylor and Weaver have mentioned that on males the increase of job satisfaction by

growing older proves the characteristic of direct effect of age over satisfaction.

Brush, Moch and Pooyan (1987), to explore personal demographic variables and job satisfaction after using 21 different meta analysis, mention that the organization structure (public/private sector, service/production sector) plays an important role in organizing this relation. Researchers have come to a conclusion that the variable of age has a relation with job satisfaction, only not so related on service sector.

Oswald and Warr (1996) after their researches the relation between age and job satisfaction has a “u” form and is independent from personal peculiarities and personal judgments. Besides, the relation is valid for both sexes and the bottom line of satisfaction level is near in both sexes.

Bilgiç (1998) in his research of personal peculiarities and job satisfaction, different from many others have mentioned that age does not have a relation on job satisfaction of Turks.

Wagner and Rush (2000) by the result of their researches have found out in relation with situational and educational variables age has an arranging role in organizational behavior. Wagner and Rush, have pointed out the variables such as job satisfaction, organizational dependence, administrative confidence is important for young participants, and only the variable of ethics is determinant for elder workers in organizational behavior.

3.1.7.2 Seniority

Pond and Geyer (1987) on their research on the relation of individual's perception of different job alternatives and job satisfaction mention that the seniority in the organization has a low correlation with both of these variables.

Brush, Moch and Pooyan (1987), mention in their meta analysis apart from the organization being in public, private or service, production sector; seniority is related with job satisfaction.

Duffy, Ganster and Shaw (1998), have researched the positive sensation, seniority and job satisfaction to clarify the negative behavior of workers. Researchers dealing with in between negative results/behaviors, a new job searching behavior, physical health problems and improving reactions against the job, the relation of job satisfaction and negative conclusion are higher on individuals of higher seniority and sensation. Especially emphasizes that this relation is negative on individuals of higher seniority and sensation.

Bilgiç (1998), found out that seniority is negative correlated with job satisfaction. Bilgiç says this is the outcome of when individuals working for long periods in the same job realize that the rewards gained are not enough.

3.1.7.3 Professional Seniority

Ronen (1978), in his research of the relation between general job satisfaction and professional seniority, the u shaped relation (Herzberg, 1957) between age, seniority and job satisfaction is actually between professional seniority and job satisfaction. Ronen says that the seniority has to be differentiated as organizational seniority and occupational and professional seniority.

Because each seniority gained increases the chance of promotion so seniority affects the job satisfaction more than organizational seniority and age. But Professional seniority is gained by performing the same job in different organizations this variable can increase the job satisfaction apart from the title. In the same research, the relative satisfaction of being in a new job and expectations is decreasing after 2 to 5 years. Also it's found out that the satisfaction increases after 6 years. In the research, it is said that the reason can be the organizational changes after resignation or diverges or realistic award expectations that increase the job satisfaction levels of individuals. Up to Ronen's inventions internal factors (job) are the most important factor and this describes the increase of job satisfaction on individuals of higher Professional seniorities.

Brush, Moch and Pooyan's (1987), researches' invention is professional seniority has an affect on increasing or limiting the job satisfaction.

3.1.7.4 Title

Ebeling and King (1981), considering the principles of American National and Opinion Research Center's data gathered by the surveys between 1972 and 1978 have researched the influence of the individuals hierarchical situation over job satisfaction and only by using the data of year 1974 the conclusion was when prestige, age and income levels are inspected this equals a variant of % 4,8 on job satisfaction level. By the statistical studies over other years this percentage being % 2 have caused them to mention that titles affect on job satisfaction is just an exception not a rule.

Oshagbemi (1997), by his research of title's affect on job satisfaction of organization laborers and on English academicians claims that title has a positive correlation with job satisfaction.

Up to Oshagbemi the general job satisfaction level is increasing by the titles gained. By the conclusion of this research, female academicians' job satisfaction levels are higher comparing to the male academicians of the same title, but sex is not the only factor, both general job satisfaction and salary, promotional possibilities and satisfaction of working conditions title and sex plays role in interaction.

Up to the conclusion of two researches by Robie and others (1998) it is mentioned that title has a significant role on job satisfaction; as title increases a considerable increase is evaluated over job satisfaction. In the same research it is mentioned that the relation of title and job satisfaction can be arranged by two mid variables. One of these is culture. Robie and others have concretized culture by "power interval". Up to the researchers, the one with higher power interval level, in other words in a culture with bigger inequalities between social situation, prestige, wealth and rights title's affect over job satisfaction would be higher. When organizations aim is to increase the job satisfaction, considering the affect of this mid variable it can be said that it is needed to decrease the higher levels of power intervals. The second mid variable determining the title and job satisfaction relation is the function attributed on the title. Title when defined by the complicity of the job (skills, task integrity, task importance, autonomy, feedback) the relation with the job satisfaction would be stronger and could be manipulated while increasing the job satisfaction. But, will not be possible to be used when defined over the elements such as salary and statute which can not be changed easily.

Bilgiç (1998), by the result of his research made over Turkish employees have found out salary and job satisfaction is positive related, but salary is not a direct determinant. Up to Bilgiç, high salary levels accompany higher statutes and informs of better working conditions.

In other words, employees with higher titles and salaries are more satisfied by their jobs.

3.1.7.5 Sex and Marital Status

Brush, Moch and Pooyan (1987), say sex influenced by the organizational structure causes increase or decrease of job satisfaction. They mention that males are more satisfied than females in private sector, than being in public sector.

Loscocco (1990), in his research on "blue collared" employees of examining the reaction of the individuals to their jobs, examines up to two manner models. These are job model and sex model. Up to job model, either for female or male working conditions is the determinant. Loscocco, describes the sex model by traditional and feminist approach. Traditional approach, women because of considering the role in their family is the determinant of their identity gives less importance to their jobs than men; and feminist approach either blue or white collared women denying that they are less affected by the quality of their job defends that they are interested on their jobs in equal level with their role in their house. While the feminist approach for both job model and sex model is women's awareness by the realities of the market and resulting by keeping their expectations lower, the job model under similar circumstances men and women would react the same way, and evaluating the sex model as an indicator of stratification. Loscocco's research results job model and sex model supports the feminist approach. Loscocco, mentions that blue collared women employees give more positive reaction to job varieties that contains autonomy, motivated by rewards and have desire on their jobs. In his article Loscocco also mentions that sex is influenced by age like Mannheim defends (1993) and influenced by education as Miller (1980) defends affects the job satisfaction level.

Oshagbemi (1997), on his research of titles influence over job satisfaction mentions that sex is not effective alone.

Bilgiç (1998), in his research for women and men working in different corporations in Turkey, examining the relation of personal peculiarities and job satisfaction, mentions the variable of sex does not affect the general job satisfaction. Also he mentions that marital status is not affective over general job satisfaction.

3.1.7.6 Education

Burris (1983) have examined the relation of education level and job satisfaction by the harmony between the educational background and the required knowledge and skills. Up to Burris if the educational level is higher than the jobs requirements this situation causes dissatisfaction, and if the education level is just a bit higher than the jobs requirements than the interaction between the two variables is low. Burris says that the reason of this is the subjective perception of the individuals evaluating themselves as more qualified for the job.

Brush, Moch and Pooyan (1987) mention that the educational background increases or decreases the job satisfaction by a determinant that is not considered in their research.

By the result of Bilgiç (1998)'s research, educational background does not have an important affect on Turkish employees. But, employees with higher education levels are more considered with efficiency and develop less negative feelings to their jobs; in other words these employees are not being complainant on their jobs and are being more concerned on the quality of their performance.

SECTION 3

METHODOLOGY

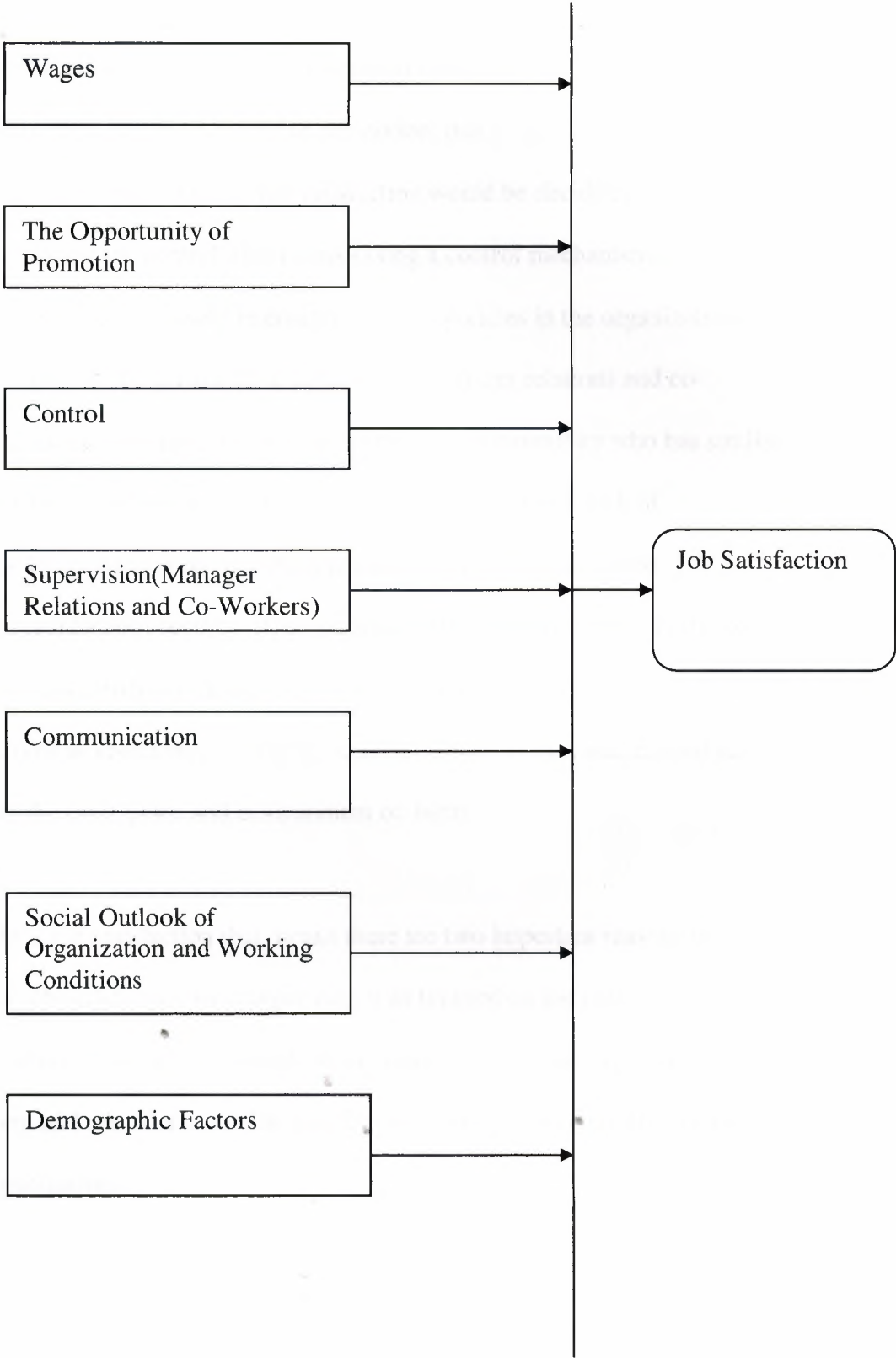
3.1 Introduction

In this section the theoretical framework and the methodology of the study is explained. The section consists of the explanation of the theoretical framework, variables, hypothesis, objective set, sampling design, questionnaire design, the study setting, the horizon and unit of analysis.

3.2 Theoretical Framework

Figure 3.1 illustrates the suggested framework of the independent role of environmental factors; wages, the opportunity of promotion, control, supervision(manager relations and co-workers), communication, social outlook of organization and working conditions and demographic factors in the job satisfaction derived from the brief literature review carried out in the previous section.

Figure3.1



Independent Variables

Dependent Variable

3.2.1 Variables

The independent variables include wages, that is correlation between wages and job satisfaction is considerably low; the opportunity of promotion, that is an individual would compare his performance with others and the job satisfaction would be decided according to the fair promotional opportunities; control, that is processing a control mechanism by allowing individuals to be involved closely in creating general policies in the organizational structure has positive effects on job satisfaction; supervision(manager relations and co-workers), that is as much as an individual involves in a successful community who has similar view of life, his job satisfaction grows accordingly; communication, that is, lack of communication creates dissatisfaction but that does not necessarily mean that good communication creates satisfaction; social outlook of organization and working conditions, that is individual prefers and satisfies with working in these organizations approved by the environment and perceived as speciality; demographic factors, such as age, sex, marital and educational status up to the time, place and environment of birth.

The dependent variable is job satisfaction that means there are two important reasons to research the concept of job satisfaction by categorizing it as focused on the individual and as focused on the organization. Thinking as focused on individuals means that every individual deserves fairly treatment and consideration. The satisfaction of people not only affects them but also affects the organizations.

3.3 Objectives Set

The objectives of the study are formulated as the following:

- To define job satisfaction
- To identify theories about job satisfaction
- To define the dimensions of job satisfaction
- To define relations between demographic factors and job satisfaction of salespeople
- To identify how effect demographic factors related to job satisfaction of salespeople
- To describe and measure salespeople's job satisfaction or dissatisfaction in Cyprus and Turkey.

3.4 Sampling Design

Convenience sampling, which is one of the non-probability sampling designs, was used in this study. Convenience sampling involves collecting information from members of the population who are conveniently available to provide this information (Galloway, 1997). In non-probability sampling designs, the elements in the population do not have any probabilities attached to their being chosen as sample subjects. This means that the findings from the study of the sample cannot be confidently generalized to the population (Galloway, 1997).

The reasons for using convenience sampling design for the study:

- Cheaper
- The most easy accessible members are chosen as subjects
- Some research not interested in working out what proportion of population gives a particular response but rather in obtaining an idea of the range of responses on ideas that people have.

The convenience sampling method is often the only feasible one, particularly for students or others with restricted time and resources, and can legitimately be used provided its limitations are clearly understood and stated (Galloway, 1997).

The research related with working satiety which has been carried out by salesperson shows up factors to what degree effect people who have working satiety nowadays.

Such a kind of research has been considered to give ideas about the effect of atmosphere at the level of working satiety of salesperson. This research gives ideas about the effect on working satiety to conditional factors like working circumstances, at the same time it has been considered about letting daylight into the role of factors on individuals like traits.

In research, demographich features which have the notional stablest have been given place between personal features.

Demographic variabilities within research; age and related with age which is time variability, priority and degree, sex, marital status and educational level, conditional variability is a unit of being worked.

The effect of seven variabilities on working satiety of workers have been researched. The questionnaires which are developed have been diversified all salespeople who are 265,120 questionnaires are returned back.

3.5 Questionnaire Design

In this section private to this research the questionnaire about working satiety which processes are used to be ready have been explained.

The questionnaire item for measuring the dimension of job satisfaction which is developed by Purani and Sahadow is added to three section more. The questionnaire is translated to Turkish. It has totally four sections. First section is about the questions within job satisfaction. There are 23 items in this section. A kind of Likert scale is used to make easy the evaluation.

Evaluation choices 'strongly disagree, disagree, neither agree nor disagree, agree and strongly agree' are prepared to be ready used for the questionnaire. Second section has mind and ideas. Three items are required and three evaluation are required 'negative, neither negative nor positive and positive'.

In third section there are 16 items related with salesperson. In this section a kind of Likert scale is used too. In fourth section demographic features are scaled with ten items. The questionnaire which is ready to be used has been diversified to salespeople after copied. While distributing the questionnaires, who is the searcher, why is he need of working, has been explained to salesperson one more time.

3.6 The Study Setting

The study is a field study, which is conducted in the natural setting with a minimal amount of researcher interference with the flow of events in the situation (Sekaran, 2003).

3.7 The Horizon

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

3.8 Unit of Analysis

Individual is the unit of analysis, we are looking at the data gathered from each individual and treating each employee's response as an individual data source (Sekaran, 2003).

3.9 Conclusion

In this section, the theoretical framework and methodology of the study was explained. The method section explained theoretical framework, variables, objective set, sampling design, questionnaire design, the study setting, the horizon and unit of analysis.

SECTION 4

FINDINGS

4.1 Introduction

This section depicts the results obtained from the questionnaire carried out on the subjects of the sample sales persons.

4.1.1 Description of the Questionnaire Carried Out

The research related with working satiety which has been carried out by salesperson shows up factors to what degree effect people who have working satiety nowadays which is included in Appendix.

Such a kind of research has been considered to give ideas about the effect of atmosphere at the level of working satiety of salesperson. This research gives ideas about the effect on working satiety to conditional factors like working circumstances, at the same time it has been considered about letting daylight into the role of factors on individuals like traits.

In research, demographic features which have the notional stablest have been given place between personal features.

Demographic variabilities within research; age and related with age which is time variability, priority and degree, sex, marital status and educational level, conditional variability is a unit of being worked.

The effect of seven variabilities on working satiety of workers have been researched. The questionnaires which are developed have been diversified all salespeople who are 265, 120 questionnaires are returned back.

It has totally four sections. First section is about the questions within job satisfaction. There are 23 items in this section. A kind of Likert scale is used to make easy the evaluation.

Evaluation choices 'strongly disagree, disagree, neither agree nor disagree, agree and strongly agree' are prepared to be ready used for the questionnaire. Second section has mind and ideas. Three items are required and three evaluation are required 'negative, neither negative nor positive and positive'.

In third section there are 16 items related with salesperson. In this section a kind of Likert scale is used too. In fourth section demographic features are scaled with ten items. The questionnaire which is ready to be used has been diversified to salespeople after copied. While distributing the questionnaires, who is the searcher, why is he need of working, has been explained to salesperson one more time.

4.2 Results

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

Table 4.3: Profile of the Respondents

	Frequency (n)	Percent Distribution (%)
Gender		
Female	72	60
Male	48	40
Total	120	100
Age		
Under 20	9	7,5
21-30	61	50,8
31-40	41	34,2
41-50	7	5,8
51-60	2	1,7
Total	120	100
Marital Status		
Married	71	59,2
Single	49	40,8
Total	120	100
Level of Education		
Literate	12	10,0
Elementary School	15	12,5
High School	59	49,2
College Degree	31	25,8
Graduate Degree	3	2,5
Master's Degree		
Total	120	100
Whether the salespeople previously worked or not		
Yes	76	63,3
No	44	36,7
Total	120	100
Total Income		
Under 1000YTL	44	36,7
1000-1999YTL	43	35,8
2000-2999YTL	19	15,8
3000-3999YTL	5	4,2
4000-4999YTL	4	3,3
Over 5000YTL	5	4,2
Total	120	100

Total Sample size 120

Profile of the Respondents

As show in the table 4.1, female respondents comprised approximately 60% of the total, male respondents comprised approximately 40% of the total.

As show in the table 4.1, that is 7,5% of respondents were under 20 years of age, 50,8% of respondents were 21-30 years of age, 34,2% of respondents were 31-40 years of age, 5,8% of respondents were 41-50 years of age and 1,7% of respondents were 51-60 years of age.

As show in the table 4.1, that is 59,2% of respondents were married and that is 40,8% of respondents were single of the total size.

As show in the table 4.1, literate respondents comprised approximately 10,0% of the total, elementary school respondents comprised approximately 12,5%, high school respondents comprised approximately 49,2%, college degree respondents comprised approximately 25,8 and master's degree respondents comprised approximately 2,5% of the total size.

As show in the table 4.1, that is other organizations worked for before joining this organization of the respondents comprised approximately 63,3% and that is not other organizations worked for before joining this organization of the respondents comprised approximately 36,7 of the total size.

As show in the table 4.1, that is 36,7 respondents were under 1000ytl of total income, 35,8% respondents were 1000-1999ytl of total income, 15,8% respondents were 2000-2999ytl of total income, 4,2% respondents were 3000-3999ytl of total income, 3,3% respondents were 4000-4999ytl of total income and 4,2% respondents were over 5000ytl of total income.

Table 4.4: Mean and Standard Deviation of the Statements Measuring Job Satisfaction

Statement	Mean	Standard Deviation
Management has a clear path for employee's advancement	3,68	1,17
Decisions are made keeping in mind the good policies	3,19	1,27
Management is extremely fair in personal policies	3,38	1,12
Physical working conditions are supportive in attaining targets	3,30	1,27
Innovativeness is encouraged to meet business problems	3,98	1,00
I feel I can trust what my supervisor tells me	3,33	1,17
My supervisor treats me fairly and with respect	3,89	1,00
My supervisor handles my work-related issues satisfactorily	4,01	2,8
I get frequent appreciation of work done from supervisors	3,63	1,00
I get enough support from the supervisor	3,79	1,01
Individual initiative is encouraged	3,49	1,05
Overall I am satisfied with the company's compensation package	3,59	1,07
I am satisfied with the medical benefits	3,55	1,17
I am satisfied with the conveyance allowance	3,35	1,20
I am satisfied with the retirement benefits	3,45	1,36
I am satisfied with the reimbursement of the expenses as per the eligibility	3,45	1,18
I am satisfied with the holiday (vacation) eligibilities	3,62	1,15

Statement	Mean	Standard Deviation
Management decisions are Ad Hoc and lack professionalism (reverse scaled)	3,23	1,13
Rules and procedures are followed uncompromisingly	3,60	1,00
My job responsibilities are well defined and clear	3,92	1,05
I have adequate opportunities to learn and grow	3,82	1,09
I get opportunities to handle greater responsibilities	3,68	1,15
My skills and abilities are adequately used at work	3,79	1,07

As show in the table 4.2, we see that the biggest of mean value is 4,01 and that statement is 'my supervisor handles my work-related issues satisfactorily' it is positive and the smallest of mean value is 3,19 and that statement is 'decisions are made keeping in mind the good policies' it is also negative.

As show in the table 4.2, we see that the mean value is 3,68 and that statement is 'management has a clear path for employee's advancement' it is positive, but the mean value is 3,30 and that statement is 'physical working conditions are supportive in attaining targets' it is negative. The statement is 'my supervisor treats me fairly and with respect' that the mean value is 3,89 it is positive.

Table 4.2 indicated that 3,92 , that statement is 'my job responsibilities are well defined and clear' it is positive.

Table 4.5: Mean and Standard Deviation of the Statement Measuring Associate a Job in Personal Selling

Statement	Mean	Standard Deviation
I associate a job in personal selling with:		
1. Frustration	4,05	1,24
2. Insincerity and deceit	3,78	1,24
3. Low status and low prestige	3,21	1,30
4. Much traveling	3,63	1,14
5. Salespeople being "money hungry"	4,21	1,00
6. Low job security	3,48	2,16
7. High pressure forcing people to buy unwanted goods	3,57	1,30
8. "Just a job" not a "career"	3,66	1,24
9. Uninteresting/no challenge	4,04	1,00
10. No need for creativity	4,32	0,90
11. Personality is crucial	4,10	1,00
12. Too little monetary reward	3,26	1,05
13. Interferes with home life	3,38	1,23
14. "Easy to get" job	3,36	1,20
15. Inappropriate career option	3,85	1,12
16. Difficult to advance into upper management positions	3,35	1,18



As show in the table 4.3, we see that the biggest of mean value is 4,32 and that statement is 'no need for creativity' it is positive and the smallest of mean value is 3,21 and that statement is 'low status and low prestige' it is also negative.

As show in the table 4.3, we made recode. These statement's numbers are 1,2,5,6,7,9,13,14 and 15.

23 items were grouped under 5 factors as in the articles of Purani and Shaddev. Realiability analysis were made for each factor.

Table 4.6: Realiability Analysis Results of the Five Factors

Statement	Cronbach's Alpha
HRM 1. Management has a clear path for employee's advancement 2. Decisions are made keeping in mind the good policies 3. Management is extremely fair in personal policies 4. Physical working conditions are supportive in attaining targets 5. Innovativeness is encouraged to meet business problems	,72
Supervision 1. I feel I can trus what my supervisor tells me 2. My supervisor treats me fairly and with respect 3. I get frequent appreciation of work done from supervisors 4. I get enough support from the supervisor 5. Individual initiative is encouraged	,85

Compensation <ol style="list-style-type: none"> 1. Overall I am satisfied with the company's compensation package 2. I am satisfied with the medical benefits 3. I am satisfied with the conveyance allowance 4. I am satisfied with the retirement benefits 5. I am satisfied with the reimbursement of the expenses as per the eligibility 6. I am satisfied with the holiday (vacation) eligibilities 	,83
Task Clarity <ol style="list-style-type: none"> 1. Management decisions are Ad Hoc and lack professionalism (reverse scaled) 	,66
Career Development <ol style="list-style-type: none"> 1. I have adequate opportunities to learn and grow 2. I get opportunities to handle greater responsibilities 3. My skills and abilities are adequately used at work 	,88

Cronbach's Alpha coefficient is identified as 0.72 of HRM factor. All the statements in HRM dimensions of original study were used in HRM dimensions of this study.

Supervision factor differs from original study, unlikely the original study, the eighth statement 'my supervisor handles my work-related issues satisfactorily' that existed in the inquiry is eliminated. Again unlikely the original study, the nineteenth 'rules and procedures are

followed uncompromisingly' and twentieth 'my job responsibilities are well defined and clear' statements are eliminated.

Table 4.7: T-test Analysis for Gender

Factor	Gender	N	Mean \pm Sd	T	P
Supervision	Female	72	3,86 \pm 0,79	2,67	0,008*
	Male	48	3,43 \pm 0,95		

$p \leq 0,05$

A t-test was made according to gender, marital status and whether the salespeople previously worked or not. In the result of the analysis, a significant difference according to gender was defined only in the supervision dimension ($p \leq 0,05$, $t = 2,67$). According to the independent variables analyzed under the other dimensions, there was not seen a significant difference.

Table 4.8: ANOVA for Education

Factors	F	P
Compensation	2,47	0,048*

$p \leq 0,05$

The answers given according to the independent variables such as income, education and age were tested with ANOVA. Here again only a significant difference according to education was defined only in the compensation dimension ($p \leq 0,05$).

SECTION 5

CONCLUSION AND SUGGESTIONS

5.1 Introduction

In this section, the results obtained by the research questions, the potential causes of those results and the related suggestions are situated.

5.2 Conclusion

The improved inquiry is aimed at measuring the job satisfaction of salespeople. 265 inquiries were distributed and 120 of them were sent back. The 60% of the salespeople who answered the inquiry are females and 40% are males. The 50.8% of the individuals' ages are between 21 and 30, 59.2% are married and 40.8% are single. The 100% of the target group's job is salespeople. By the help of the responses given to the forty-nine expressions in the inquiry, their opinions related to the management, the opportunities provided by the firm that is being worked in, demographic characteristics of the individuals and their thoughts about the satisfaction resulting from working in that firm are measured.

With respect to the the first research question which is related to the validity and reliability of the inquiry developed for this research, the inquiry which is used for obtaining information about the job satisfaction is said to be sufficient when the inquiry's validity and reliability are considered. The structure of the inquiry that has a scope which is formed by entegrating both written sources and the information originated from the sample is examined by the factor analysis and is found consistent with the former researchs. Also the internal consistency of the inquiry is said to be satisfactory.

The second question of the research is how a picture appears related to the salespeople when the job satisfaction is evaluated under the basis of dimensions. The first out of the five dimensions in the research is the satisfaction level related to the management. Under this dimension in which there are items intended for rewarding and auditing functions of the management in the basis of having mostly support and compliment from the chief, it is observed that the respondents' views are mostly positive. Those findings can be the result of the identification of rewarding with the compliment by the employees and a reflection of the pleasure of having support and compliment. The satisfaction level of the employees is found low about the realization of a well done job and having the deserved appreciation, the importance given by the high level managers to the thoughts of employees related to the work done, the sufficient supporting of efforts and benefitting equally from the social rights at all title levels. The dissatisfaction defined on the concepts such as the realization of a well done job and having the desired appreciation, the importance given by high level managers to the thoughts of employees related to the work done and sufficient supporting their efforts can be based on working of the personnel and high level management far from each other due to the great number of hierarchical degrees existed.

The positive picture of the dimension of the relations with chief is striking. The employees find their first chiefs as highly concerned, experienced and fair.

Unlikely the original study, the eighth conclusion that existed in the inquiry is eliminated.

Again unlikely the original study, the nineteenth and twentieth conclusions are eliminated.

The satisfaction related to the structure of the job might be said to be nearly high. The employees don't find their jobs meaningless, are proud of it and don't believe that their jobs are boring with a high ratio. Their views in terms of being satisfied can be defined as positive.

The satisfaction related to the social rights is low. Some problems' existence, especially in vacations and payment of the transport costs, are observed and the employees find the social rights they have in general as insufficient.

Although the salary satisfaction is high in general, it's not as high as that was expected. Even if the employees evaluate their salaries as middle level satisfactory under the conditions in Turkey and in Cyprus, this is not resulted in the expected manner.

The satisfaction related to the working conditions is low. The ideas of the employees about safety precautions and health and comfort of the working environment are fairly negative. Physical working conditions are seen as insufficient in terms of reaching defined objectives. Under the dimension of communication, the satisfaction level is high. In the items under this dimension, a dominant view among the inquiry respondents occurs. That can be resulted from being realized about the general objectives of the workplace by the employees or being exactly explained the works given.

The third question in the research is whether or not the general job satisfaction of the salespeople is affected by the environmental and demographic variables.

The fourth question is whether or not the salespeople's job satisfaction change according to the environmental factors at the dimensions level. By the result obtained from the analyses,

the effect of salespeople's job satisfaction over the four dimensions can be mentioned. These dimensions are 'management', 'social rights', 'salary' and 'working conditions'. In this study, it is tried to be measured how much those dimensions are effective.

5.3 Objectives of Study

- To define job satisfaction

Usually, salespeople to understand the definition of job satisfaction.

- To identify theories about job satisfaction

The work is showed that salespeople have no difference between them.

- To define the dimensions of job satisfaction

Almost all the dimensions to understand and effected job satisfaction.

- To define relations between demographic factors and job satisfaction of salespeople

There is a relationship between demographic factors and job satisfaction of salespeople.

- To identify how effect demographic factors related to job satisfaction of salespeople

It is seemed to effected of job satisfaction of salespeople such as age, marital status, income, education, etc.

- To describe and measure salespeople's job satisfaction or dissatisfaction in Cyprus and Turkey.

There is neither poor nor rich satisfaction of work in Cyprus and Turkey.

5.4 Limitations of the study

The major limitation of this study is that the findings cannot be generalized to the whole salespeople in Cyprus and Turkey or to anywhere else in the world. Consequently, the current findings may not be sustained if this study was repeated. However, the aim of the study was not to reach generalised results; rather its aim was to get an idea about how effect dimensions of job satisfaction and demographic factors of salespeople in Cyprus and Turkey. The limit of the time. The major limitation of this study is that the findings cannot be generalized and parsimony.

5.5 Conclusion

This section finalizes the proposed study report while giving details on the main points and the limitations of the study.

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APPENDIX

SATIŞ ELEMANLARININ İŞ DOYUMUNU ÖLÇME SORU FORMU

Sayın Katılımcı,

Bu araştırmanın amacı, satış elemanlarının iş doyumunu ölçmektir. Düşünceleriniz bizim için son derece önemlidir. Soru formundaki sorulara verdiğiniz tüm yanıtlar gizli tutulacak ve sadece istatistiksel analizlerde kullanılacaktır. Sizden elinizdeki üç sayfalık soru formunu doldurmanız için birkaç dakikanızı ayırmanızı rica ediyoruz.

Çalışmamıza yaptığınız katkı için şimdiden teşekkür ederiz.

Saygılarımızla,

YDÜ Öğretim Üyesi

Yard. Doç. Dr. Figen Yeşilada

Aynur Gündoğdu

I. BÖLÜM:

Lütfen, aşağıdaki ifadelere ne derece katıldığınızı değerlendiriniz. Değerlendirmelerinizde aşağıda sunulan ölçeği kullanmanızı rica ederim.

1=Kesinlikle katılmıyorum

2=Katılmıyorum

3=Ne katılıyorum ne de katılmıyorum

4=Katılıyorum

5=Kesinlikle katılıyorum

Ölçek

1. Çalışanların kariyerlerinde ilerlemelerine ilişkin açıkça belirlenmiş kariyer yolları vardır.	1	2	3	4	5
2. Karar verilirken çalışanların çıkarları gözetilir.	1	2	3	4	5
3. Yönetim çalışanlarına yönelik politikalarında adildir.	1	2	3	4	5
4. Fiziksel çalışma koşulları belirlenen hedeflere ulaşmak için yeterlidir.	1	2	3	4	5
5. Yeni ve yaratıcı düşünce ve uygulamalar işle ilgili problemlerin çözümünde teşvik edicidir.	1	2	3	4	5
6. Amirimin (üstümün) her söylediğine güvenebilirim.	1	2	3	4	5
7. Üstüm bana karşı adil ve saygılıdır.	1	2	3	4	5
8. Üstüm, işimle ilgili her türlü konuyu tatmin edici şekilde yönetir (idare eder).	1	2	3	4	5
9. Yaptığım işler için üstlerimden sık sık övgü alırım.	1	2	3	4	5
10. Üstümden yeterli desteği alırım.	1	2	3	4	5

11. Çalıştığım şirkette bireysel inisiyatif desteklenir.	(1)	(2)	(3)	(4)	(5)
12. Genel olarak şirketimin ücret politikasından memnunum.	(1)	(2)	(3)	(4)	(5)
13. Sağlık yardımları/imkanlarından memnunum.	(1)	(2)	(3)	(4)	(5)
14. Ulaşım harcirahlarından memnunum.	(1)	(2)	(3)	(4)	(5)
15. Emeklilik imkanlarından memnunum.	(1)	(2)	(3)	(4)	(5)
16. Masraflarımın desteklenerek geri ödenmesinden memnunum.	(1)	(2)	(3)	(4)	(5)
17. Yıllık izin haklarımdan memnunum.	(1)	(2)	(3)	(4)	(5)
18. Yönetim kararları Ad Hoc (kısa vadeli,günlüktür) dur ve profesyonellikten uzaktır.	(1)	(2)	(3)	(4)	(5)
19. Kurallar ve prosedürler vazgeçilmeden takip edilir.	(1)	(2)	(3)	(4)	(5)
20. İş sorumluluklarım açık ve net olarak tanımlanmıştır.	(1)	(2)	(3)	(4)	(5)
21. Öğrenmek ve kendimi geliştirmek için yeterli fırsatlara sahibim.	(1)	(2)	(3)	(4)	(5)
22. Daha önemli sorumlulukları üstlenebilmek için şirketim bana imkan sunmaktadır.	(1)	(2)	(3)	(4)	(5)
23. Beceri ve yeteneklerimi şirketimde tam olarak kullanabilmekteyim.	(1)	(2)	(3)	(4)	(5)

II.BÖLÜM : Lütfen, “satış elemanlığı ”ve/veya “satış elemanları” ile ilgili olarak aklınıza gelen ilk üç düşünceyi (bir kelime ya da cümle olabilir) yazıp; her bir düşüncenizi uygun kutuyu (X) ile işaretleyerek, “olumlu=pozitif”, “ne olumlu ne de olumsuz=nötr” ya da “olumsuz=negatif” olarak değerlendiriniz.

DÜŞÜNCENİZ	OLUMSUZ	NE OLUMLU NE DE OLUMSUZ	OLUMLU
1.			
2.			
3.			

II. BÖLÜM: Lütfen, aşağıdaki ifadelerin her birine ne derece katılıp/katılmadığınızı uygun kutuyu (X) ile belirterek belirtiniz.

göre	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum ne de Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
iş elemanlığı”.....					
aret kırıcı” bir uğraşıdır.					
miyetsizliği ve yalan emeyi gerektirir.					
ijli bir uğraşıdır.					
azla seyahat etmeyi ktirir					
ra düşünkü” (maddiyatçı) erin işidir.					
venliği az olan bir uğraşıdır.					
alara istemedikleri hizmeti satın almaya ikna baskı yapmaktır.					
ce bir iş değil, bir ek(kariyer) dir.					
cı ve basit bir uğraşıdır.					
“yaratıcı” olmak gerekir.					
ık ile yakından ilgilidir.					
ek maddi kazanç sağlar.					
enli yaşama engel oluşturur					
ayca elde edilebilen bir					
gun olmayan” bir kariyer neğidir.					
st düzey yöneticilik syonlarına kolayca elmeye olanak verir.					

IV. BÖLÜM: Demografik Özellikleriniz

1. Cinsiyetiniz: ☐ Kadın ☐ Erkek

2. Yaşınız:

☐ 20 ve altı ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ 61 ve üstü

3. Medeni Durumunuz: ☐ Evli ☐ Bekar

4. Eğitim Durumunuz:

☐ Okur-yazar ☐ Ortaokul mezunu ☐ Üniversite mezunu
☐ İlkokul mezunu ☐ Lise ve dengi okul mezunu ☐ Lisans üstü (Yüksek Lisans-Doktora)

5. Mesleğiniz:

6. Daha önce başka bir iş yerinde çalıştınız mı?

☐ Evet ☐ Hayır

7. Eğer çalıştıysanız göreviniz/biriminiz neydi?

8. Şuan çalıştığınız iş yerinde pozisyonunuz nedir?

9. Kendinize ait geliriniz var mı? (maaş, emekli maaşı, kira geliri, faiz geliri vb.)

☐ Evet ☐ Hayır

10. Toplam hane halkı geliriniz:

☐ 1000 YTL. ve altı ☐ 2000 – 2999 YTL. ☐ 4000 YTL – 4999 YTL
☐ 1000 – 1999 YTL. ☐ 3000 – 3999 YTL. ☐ 5000 YTL ve daha fazla

Çalışmamıza sağladığınız katkı için tekrar teşekkür ederiz.