



Mustafa Latif EMEK¹

Erdem HİLAL²

Burcu DOĞAN³

**THE EFFECTS OF DEMOGRAPHICS FACTORS ON JOB
SATISFACTION: AN APPLICATION ON STAFF WORK AT A
PUBLIC AGENCY'S ADIYAMAN AND IT'S TOWN BRUNCHES**

Abstract

Public agencies are the places where public services receiving citizens and the public staff are directly in touch each other. Therefore, having information about public staff's job satisfaction levels, is fairly significant for public authorities which intend to develop strategies which increase the quality of public services. This study was carried out in Adiyaman and Adiyaman's towns brunches of a Turkey-wide Public Agency by using Minnesota Job Satisfaction Scale to study relationship between demographic characteristic and job satisfaction levels of public staff. The results showed that demographic characteristics have an impact on job satisfaction levels. Because, the demographic characteristics of the staff working in the area where we studied are percentagely resemble to the Turkey-wide staff's of aformentioned public agency, we conclude that our study can be useful for having an opinion about Turkey-wide staff.

Key Words: Job satisfaction, demographic characteristics, public staff

**DEMOGRAFİK DEĞİŐKENLERİN İŐ TATMİN DÜZEYLERİNE ETKİŐİ:
BİR KAMU KURUMUNUN ADIYAMAN İLİ VE İLÇELERİNDEKİ
MÜDÜRLÜKLERİNDE ÇALIŐAN PERSONELLER ÜZERİNE BİR
ÇALIŐMA**

Özet

Kamu kurumları, hizmet alan vatandaşlarla hizmet sunan memurların doğrudan doğruya iletişim kurdukları bir sektör olduğundan kamu kurumlarında çalışan

¹ Doctorant, Hasan Kalyoncu University, Buss. Adm. Dept., mustafalatifemek@gmail.com

² Lecturer, Adiyaman University, Gölbaşı Vacational School, ehilal@adiyaman.edu.tr

³ Lecturer, Adiyaman University, Besni Vacational School, burcudogan_06@windowslive.com

personellerin iş tatmin düzeylerinin bilinmesi, kamu hizmetlerinin kalitesini arttırmaya yönelik stratejilerin belirlenmesi adına son derece önemlidir. Bir kamu kurumunun Adıyaman İli ve İlçelerinde bulunan müdürlüklerinde gerçekleştirilen bu çalışmada, Minnesota İş Tatmin Ölçeği kullanılarak, söz konusu müdürlüklerde çalışan personellerin yaş, cinsiyet ve eğitim düzeyleri ile iş tatmin seviyeleri arasındaki ilişki incelenmiştir. Çalışma sonunda demografik özelliklerin, çalışanların iş tatmin düzeyleri üzerinde etkili olduğu anlaşılmıştır. Çalışmaya konu olan personellerin demografik özellikleri ile söz konusu kurumun genel müdürlüğünün Türkiye genelinde personellerinin demografik özellikleri oransal olarak biri birine yakın olduğundan çalışmanın Türkiye genelindeki Müdürlüklerin personellerinin demografik özelliklerinin iş tatmin düzeylerine etkileri üzerine fikir verebilecek nitelikte olduğunu söyleyebiliriz.

Anahtar Kelimeler: İş tatmini, demografik özellikler, kamu personelleri

1. INTRODUCTION

Organizational succession process has lots of ingredients such as producing quality products or services, customer satisfaction. In this process, perhaps, the work force is the most significant factor for all organization's -both public and private sector- success. An organization having self-satisfied employee can easily acquire the organizational succession compared with organizations haven't got. We can say that, the most important factor holding the organizations strong, is employee satisfaction (Doğan and Karataş, 2011). Providing employee satisfaction results with organizational succession. An employee's organizational commitment and performance -having job satisfaction- will increase.

In this study we focus on employees working in a public organization's Adıyaman Province office and town offices. As we know public organizations generally don't have rivals. However, in some sectors such as health, banking state organizations also are in a severe competition. Having rivals or not, in this age, state organizations also struggle to satisfy costumers. Because for governments and politicians, customer satisfaction means vote and a kind of political investment for next election. Serving quality services and satisfying customer is fulfilled by satisfied state employees. It is obvious that unsatisfied public employees can't be used for producing quality public services.

2. IMPORTANCE AND PURPOSE OF RESEARCH

Because of the having labor-extensive service style, in public agencies, human-force is the paramount factor. The public agency, we have studied in Adıyaman office and town offices - is named TM anymore- is directly serving yearly about 7 million citizens in Turkey-wide. Considering the number of work for per person, it is highly significant for employees job satisfactions working in TM. TM employees' job satisfaction directly affects quality of service and customer satisfaction. Nearly all employees working in TM offices directly in touch with costumers and their attitudes towards citizens are extremely important from the point of citizens satisfaction perception levels. For the reasons emphasized above, it is vital to determine the satisfaction levels of TM employees and its positions according to the different variables. From lots of variables, here we focused on demographic factors. Because the job satisfaction directly effects the organizational performance and succession, many researchers tries to determine the factors that create positive organizational climate by measuring job satisfaction levels (Tütüncü

and Çiçek, 2000). Actually, job satisfaction is a complex phenomenon with many affecting components (2007, Coomber and Barriball). From lots of components which effect job satisfaction, here we used just demographic characteristic. Demographic characteristics' importance for understanding organizational behavior and attitudes has been the subject of greater attention in recent years (Wesolowski and Mossholder, 1997). The purpose of this study is determining the TM staff's demographic characteristics' affects on job satisfaction levels. The results, obtained by this way can be used as a tool for the organization to develop new human resource polices.

3. THEORETICAL FRAMEWORK

Job satisfacton is a significant factor for staff's work continuation, allegiance, considering the job attractive and productivity (Toker, 2007). Job satisfaction can be defined as one's positive emotional reactions to a certain job (Baş and Ardiç, 2002). Job satisfaction differs from motivation, but it was firstly systematically studied in motivation theory (Yüksel, 2005: 294).

Herzberg's two factors theory and Adam's equity theory are actually motivation theories, however both theories study job satisfaction too. In addition to these two theories, Hackman's and Oldham's job characteristic model is also significant in terms of job satisfaction description.

3.1. JOB SATISFACTION

Satisfaction is something which denotes positive emotions toward a particular job (Currivan, 1999). Job satisfaction can be defined as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke, 1969). Another definition is a fact that emerges when there is a harmony between job qualifications and staff's wishes; and that results with employees satisfaction (Akıncı, 2002). Mean, job satisfaction is an important instrument can be defined as employees' positive reaction towards work and it provides employee work continuation, considering the job as attractive and productivity (Tümgan, 2007).

It is possible to write lots of factors which affect job satisfaction. However, job satisfaction mainly up to two factors (Blegen, 1993). The first is related with personal status such as emotions, thoughts, diseres and their intensity. The second one is conditions of job. Physical and psychological conditions and their satisfaction levels to one's expectations are significant forr that second factor. Certainly, how much conditions meet expectations, job satisfaction also will be that level (Kök Bayrak, 2006).

Most people work not just for money. They have some merits more important than money concerning with their jobs. When you motivate your employee not just with money but with other factors such as some values; personel motivation inescapably increases and it directly affects the productivity of organization. In this way institutional structure can be established easier. We can say that the first step of having an institutional structure is providing permanent employee satisfaction. On the other hand, by creating vicious circle, job dissatisfaction can negatively affect the organization (Akıncı, 2002). Further, it has been theorized that high levels of job dissatisfaction lead to staff withdrawal, especially in terms of voluntary turnover (Lambert, Hogan, Barton, 2001).

3.2. TWO FACTORS THEORY

One of the scientists, contributed on motivation theory is Frederic Herzberg. Like Maslow and Alderfer, he defended that mativation is affected by needs. He developed two factors theory between the end of 1950s and early 1960s.

Herzberg and his friends interviewed about 200 engineers and accountants. In this contex, he wanted them to remember the cases that they felt both satisfied and motivated and opposite feelings in the past. Then, he wanted them to define or describe their those positive and negative feelings. At the end of this process, he found two different results concerning job satisfaction and dissatisfaction. According to his study result, two groups were discovered. One is hygiene factors, other is motivating factors that both influence the people in different ways.

3.3. EQUITY THEORY

Adams did some experiments and some researches on motivation in General Electric Company in USA. In his studies, he found that justice in prizing is very significant for motivating employees. According to his studies' results, employees tend to make comparision between their own rewards and others'. When employees realize an equity, they feel justice (İçerli, 2010). In this way, employee loyalty and productivity increase. However, if there is not an equity, rewarding justice detoriates and an inbalance situation emerges (Eren, 2001). Absolutely, that directly affects the organizational productivity.

3.4. JOB CHARACTERISTICS MODEL

Job Characteristic model is a designing technique which aims the staff to highly motivate in organization to work, presented by Hackman and Oldham in 1980 (Kaşlı, 2007). This model was designed on five basic characteristics of a job. These are skill variety, task integrity, task importance, autonomy and feed back (Toker, 2007). From the point of internal motivation and job satisfaction, these 5 characteristics are very substantial.

According to job characteristic model, these five characteristics beget three psychological situations. The first of these three psychological situations is the one's having news from the results of job; the latter is one's responsibilty sense to the results of job; the last is one's adoption job meaningful (Kaşlı, 2007). These three case are very significant for intrinsic motivation. When the employee has high level of intrinsic motivation, he fells more self-motivated and continously desires succession. He hardly lives morale detoriations when he meets with some mishaps. However, the one has low level of intrinsic motivation can hardly obtain succession. Because low motivation inhibits employees to consantrate work.

4. RESEARCHE METHOD

Researche was fullfilled by survey method. In this survey, to measure job satisfaction levels, a popular scale, Minnesota Job Satisfaction Scale, was used which was developed by Weiss, Dawis, England and Lofquist in 1967. This scale contains 17 questions.

5. RESEARCHE HYPOTESIS

Our hypotesis are as written below.

H1 = Job satisfaction levels of different age groups differ.

H2 = From the point of gender, job satisfaction levels are different.

H3 =. According to martial status, job satisfaction levels are different

H4 = Job satisfaction levels of Employees, having different education levels, differ

6. POPULATION AND SAMPLE SIZE

Government offices, TM, in where we studied have 107 employees (include Adıyaman City Center and it's towns). Surveys were delivered to the employees by hand and asked them to fill in. 9 of 107 were returned as unfilled and 98 were filled. Then it was understood that 6 of the 98 filled surveys were wrongly filled in and we cancelled those six. Mostly used sample size calculation (Kurtuluş, 2010) as written above:

$$n = \frac{\pi(1 - \pi)}{(e/Z)^2}$$

When we compare the population with sample size, it is clear that, our sample size is enough. From the formule written above, for 107 persons of population, sample size needs to be 84 persons (in %5 confidence level).

7. DATA ANALYSIS

In this study, datas obtained from the valid answers of participant-employees was analysed by SPSS 11.0 statistic programme, developed for social sciences. Statistically, datas were evaluated as descriptive and inferential. In this contex, firstly, frequency rates of demographic questions were handled. Secondly, Data reliability (Cronbach Alpha) was tested. For having more reliable variables and testing the validity of scale, the principal component analysis were applied and the number of item were diminished.

8. DEMOGRAPHIC CHARACTERISTICS

Table 1. Numerical and Percentage Distribution of Sampling

Gender	Frequency	%
Male	62	57,04
Female	30	27,60
Total	92	100
Marital Status		
Married	51	46,92
Bechalor	41	37,72
Total	92	100
Education		
High School Graduate	29	26,68
Undergraduate	36	33,12
Bachelor's Degree	25	23,00
Master's Degree	2	1,84
Total	92	100
Age Level		
20-24	7	6,44
35-34	25	23,00
35-44	31	28,52
44-55	17	15,64
+ 55	12	11,04
Total	92	100

9. RELIABILITY AND VALIDITY ANALYSIS

Firstly, reliability analysis were applied to datas. As it is known Cronbach Alpha value should be over %70, however for exploratory researches that ratio can be diminished until %60 (Kurtuluş, 2010). At the end of reliability analysis, Cronbach Alpha was found as 0,73. Because the alpha is over 0,70 we accept the datas as reliable.

The principal component analysis is a multiple varianced statistical analysis concerning the reciprocal relationships between variances. The Principal Component Analysis aims to compose variables as significance groups and in this way provides data reduction (Kurtuluş, 2010) showed below:

Table 2. The Principal Component Analysis Results of Job Satisfaction

	Factor Loading	Value	Defined Difference %	Avarage	F	Alpha	P
1.Factor		4,364	24,115	3,8029	4,1481	0,71	0,0039
1.1.	0,815						
1.2.	0,791						
1.3.	0,803						
1.4.	0,502						
2.Factor		2,358	13,612	3,5718	58,1005	0,72	0,0001
2.1.	0,745						
2.2.	0,762						
2.3.	0,715						
2.4.	0,557						
3.Factor		1,817	9,435	2,3654	54,2016	0,67	0,001
3.1.	0,713						
3.2.	0,641						
3.3.	0,603						
3.4.	0,574						
4.Factor		1,497	7,052	3,6874	38,3584	0,61	0,001
4.1.	0,679						
4.2.	0,701						
4.3.	0,598						
5.Factor		1,097	5,906	4,1874	6,7624	0,63	0,0017
5.1.	0,698						
5.2.	0,703						
5.3.	0,647						

The first factor in the Table-1 above is concerned with the friendship relations of staff working in TM. This factor, additionally, contains staff's personel and job properties too. The second is about management of TM. It reflects the Managers and vice managers' attitudes towards staff and their pleasements over staff's work performances. The third is staff's

salaries. It indicates if staff's salaries are adequate or not to meet the basic needs of an average living standart of an employee. The fourth and fifth factors differ from others as having 3 items. The fourth shows the carrier expectations of staff. The last reflects that how much employees are enjoying while working.

10. HYPOTHESIS TESTS

To examine our 4 hypothesis, we applied T test and ANOVA (Analysis of Variance). As it is known that T test is the most famous test used for hypotesis tests. By using that test, we determine that if two group's avarages are different or not (Altunışık and others, 2010). In other words, two groups' avarages are compared and decided that the differences of two groups have randomly significance or statistically significance. Because T test can be also used for small samples, it greatly helps researchers studying with small samples. Another analysis we applied in this study is ANOVA. ANOVA (one way variance analysis) is applied for avarages comparision of two (Kurtuluş, 2010) or more independent groups. Scilicet, comparison of the average of two independent samples is carried out thanks to ANOVA. Subsequent to ANOVA, determination of variance disparity is revealed by applying Post Hoc tests and pairwise gropus should be studied one by one (Kurtuluş, 2010). In this study, to bring out the significant difference between the group means, we practised one of Post Hoc tests, Tukey HSD. By using these tests, we tried to reveal the affects of age, gender, martial status and education level over job satisfaction levels of TM employees.

The first hypotesis was tested by ANOVA. The result shows us that the age differences of employees has an influence on job satisfaction levels. ($F=2,814$; $p=0,036$). The older staff fell more satisfied than youngsters. Vedilicet, older employees' job satisfaction level is higher than younger employees have. Here, in terms of job satisfaction, to determine which age groups have most significant difference, a multiple comparison test, Tukey HSD was impemented. The test results revealed that from the point of job satisfaction level, there is a significant difference especially between 34-45 age group ($x =3,2124$) and 20-24 age group ($x =3,0180$). Consequently, H1 hypotesis is accepted.

The second hypotesis was tested by T test. The test showed us that from the point of gender there is no any difference on job satisfaction level ($t=1,241$; $p=0,218$). Namely gender doesn't have any effect on job satisfaction. Because of that result H2 hypotesis isn't accepted.

To find out if martial status has any effect on job satisfaction levels or not, we applied T test. The results ($t=1,085$; $p=0,279$) showed us, martial status doesn't influence to job satisfaction levels. Consequently H3 hypotesis is refused.

The fourth hypotesis, education levels of employees effect job satisfaction level, was tested by ANOVA. Acoording to ANOVA results revealed that staff's education levels influence job satisfaction levels ($F=3,201$; $p=0,023$). To expose, which education level has greater impress than others on job satisfaction levels we implemented multiple comparision test, Tukey HSD test. The results showed us that in terms of job satisfaction, there is a significant difference between high school graduated ($x =3,3867$) staff and bachelor degreed staff ($x =3,2147$). As it is seen, job satisfaction levels of high school graduated staff is higher than bachelor degreed staff have. Therefore H4 hypotesis was accepted.

11. DISCUSSION

Staff's job satisfaction is perhaps the most substantial phenomenon directly effects the staff and organization's succes. Because human factor in all sectors is the basic instrument directly contribute to the production (both products and services) of organizations. In spite of

organization's technologies are increasing day by day, their human force dependency will continue. An organization having self-satisfied employee can easily acquire the organizational succession compared with organizations haven't got. Expressions, talked above are valid both public and private sectors too. Here we studied Adiyaman and it's town offices of a public agency which is directly serving yearly about 7 milion citizens in Turkey-wide. Considering the number of work for per person, it is highly significant for employees job satisfactions working in TM. TM staff's job satisfaction directly affects quality of service and costumer satisfaction. Because, today in Turkey –like most countries- lots of services are provided by both public and pravite sectors, in market, a great competition is lived between these two sectors. For governments need to develop their services quality. Having information about public staff's job satisfaction levels, is fairly significant for public authorities which intend to develop strategies which increase the quality of public services.

As we expresed before, job satisfaction is effected by many factors. In this study, we used demographic factors to fixed the job satisfaction levels. At the end our study showed us that demographic factors influence job satisfaction levels of staff working in public agencies. For that, by considering this result, public authority can plan some personal polices based on demographic factors. In this way, by applying new human polices, more productivity can be obtained.

KAYNAKLAR

- AKINCI, Zeki (2002), “Turizm Sektöründe İşgören İş Tatminini Etkileyen Faktörler: Beş Yıldızlı Konaklama İşletmelerinde Bir Uygulama”, Akdeniz İİBF. Dergisi, Volume.4, pp. 2-3
- ALTUNIŞIK, R.; COŞKUN, R.; BAYRAKTAROĞLU, S.; YILDIRIM, E.; (2010). Sosyal Bilimlerde Araştırma Yöntemleri, Sakarya Yayıncılık, Adapazarı.
- BAŞ, Türker; ARDIÇ, Kadir. (2002). “Yüksek Öğretimde İş Tatmini ve Tatminsizliği”, İktisat İşletme ve Finans, Volume 17/198, pp.72-81
- BLEGEN, Mary. (1993) “Nurses’ Job Satisfaction: A Meta-Analysis Of Related Variables”, Nursing Research Journal , Volume 42/1, pp. 36-41
- COOMBER, Billie; BARRIBAL, Louise. (2007). “Impact Of Job Satisfaction Components On Intent to Leave And Turnover For Hospital-Based Nurses: A Review Of The Research Literature”, International Journal of Nursing Studies, Volume 44, pp. 297-314
- CURRIVAN, Douglas B. (1999). “The Casual Order Of Job Satisfaction And Organizational Commitment In Models Of Employee Turnover”, Human Resource Management Review, Volume 9/4, pp. 495- 524
- DOĞAN, Selen; KARATAŞ, Abdullah. (2011). “Örgütsel Etiğin Çalışan Memnuniyetine Etkisi Üzerine Bir Araştırma”, Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, Volume 37/2, pp.1-40
- EREN, Erol . (2001). Örgütsel Davranış ve Yönetim Psikolojisi, Beta Yayıncılık, İstanbul
- İÇERLİ, Leyla. (2010). “Örgütsel Adalet: Kuramsal Bir Yaklaşım”, Girişimcilik ve Kalkınma Dergisi, Volume 5/1, pp.67-92
- KAŞLI, Mehmet. (2007). “İş Özellikleri Modelinin Otel İşletmelerinde Uygulanabilirliğine Yönelik Bir Araştırma”, Doğu Üniversitesi Dergisi, Volume 8/2, pp. 159-174

- KÖK BAYRAK, Sabahat. (2006). “İş Tatmini ve Örgütsel Bağlılığın İncelenmesine Yönelik Bir Araştırma”, Atatürk Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, Volume 20/1, pp. 291-310
- KURTULUŞ, Kemal. (2010). Araştırma Yöntemleri, Türkmen Kitabevi, İstanbul
- LAMBERT, Eric G.;HOGAN, Nancy Lynne; BARTON, Shannon M. (2001). “The Impact Of Job Satisfaction On Turnover Intent: A Test Of A Structural Measurement Model Using A National Sample Of Workers”, Volume 38, pp. 233-250
- LOCKE, Edwin A.(1969). What Is Job Satisfaction?Journal of Organizational Behavior and Human Performance, Volume 4/4, pp. 309-336
- ROBBINS, S. P.; JUDGE, T.A. (2012), Örgütsel Davranış (Çev., İnci ERDEM), Nobel Yayıncılık, İstanbul
- TOKER, Boran. (2007). “Demografik Değişkenlerin İş Tatminine Etkileri: İzmir’deki Beş ve Dört Yıldızlı Otellere Yönelik Bir Uygulama”, Doğu Üniversitesi Dergisi, Volume 8/1, pp.92-107
- TÜMGAN, Cengiz (2007), “Kamu Örgütlerinde Motivasyon ve Tatmin”, Kahramanmaraş Sütçü İmam Üniversitesi, Sosyal Bilimler Enstitüsü, Kahramanmaraş.
- TÜTÜNCÜ, Özkan; ÇİÇEK, Olgun. (2000). “İş Doyumunun Ölçülmesi: İzmir İl Sınırlarında Faaliyet Gösteren Seyahat Acentaları Üzerine Bir İnceleme”, Anatolia Turizm Araştırmaları Dergisi, Volume 11/4, pp.124-129
- WESOLOWSKI, Mark A.; MOSSHOLDER, Kevin W.(1997). “Relational Demography In Supervisor Subordinate Dyads: Impact On Subordinate Job Satisfaction, Burnout, And Perceived Procedural Justice”, Journal Of Organizational Behavior, Volume 18, pp.351-362
- YÜKSEL, İhsan. (2005). “İletişimin İş Tatmini Üzerindeki Etkileri: Bir İşletmede Yapılan Görgül Çalışma”. Doğu Üniversitesi Dergisi, Volume 6/2, pp.291-306