

**A COMPARATIVE STUDY  
on  
JOB SATISFACTION  
in  
LARGE and SMALL SIZE ENTERPRISES**

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Approval of the Graduate School of Social Sciences

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## **ABSTRACT**

### **A COMPARATIVE STUDY on JOB SATISFACTION in LARGE and SMALL SIZE ENTERPRISES**

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This thesis aims to find out the job satisfaction level in large and small enterprises by founding on Locke's model and to compare job satisfaction levels. Although, Locke's job satisfaction model includes many dimensions, it is lack of some variables, which are very important for sociology. In order to fill this gap, demographical information and status in the work place have ben added within variables. Consequently, job satisfaction levels of workers who work in large and small size enterprises in different status (white collar, blue collar) and who comes from different demographical structures have been determined; additionally, their expectations from work and their point of views about the work have been tried to understand. In order to reach these findings, a field research, which took approximately 10 months, has been conducted in a large and a small enterprise.

Field research has been conducted by applying questionnaire for 64 questions to 85 people. However, some of important information about the work place has been found as consequence of depth interviews done with respondents. While social rights in large enterprises and image of the enterprise

effect the job satisfaction positively, in small enterprises social environment and behavior to the workers are important. To get homogeneous answers are easy in large enterprises; because, changes like promotion, increase of salaries are done within a system and formal; which is permanent is not people but the works. However, answers and results are heterogeneous in small enterprises because works are done within informal relations by attaching to people. Whatever the size of the enterprise, as qualifications of the work and educational level increase, as expectations increase and to get satisfaction from the work becomes difficult. On the other hand, most difficult part of conducting this research in Turkey is that workers pay attention to the workplaces where they can get their total salary at right time and where they feel secure, instead of job satisfaction and most of time they think that get satisfaction from work is luxury. Field research was not only of help to this research, but also provide workers who participated to the research to think about their job satisfactions.

Keywords: Job satisfaction, Locke's job satisfaction model, large and small size enterprise, white and blue-collar workers

## ÖZ

### BÜYÜK VE KÜÇÜK İŞLETMELERDE İS DOYUMU ÜZERİNE KARŞILASTIRMALI BİR ÇALIŞMA

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Bu tez büyük ve küçük işletmelerdeki iş doyumu seviyesini Locke'un modelini esas alarak ortaya çıkarmayı ve iş doyumu seviyelerini karşılaştırmayı amaçlamaktadır. Locke'un iş doyumu modeli pek çok boyutu kapsamasına rağmen sosyolojik açıdan büyük önem taşıyan kimi değişkenlerden yoksundur. Bu açığı kapatmak için demografik bilgiler ve iş yerindeki statüler de değişkenler arasına ilave edilmistir. Dolayısıyla, büyük ve küçük işletmelerde farklı konumlarda (beyaz yaka, mavi yaka) çalışan ve farklı demografik yapılardan gelen çalışanların iş doyumu seviyeleri tespit edilmiş, buna ilaveten isten beklentileri ve işe bakış açıları anlaşılmaya çalışılmıştır. Tüm bu bulgulara ulaşabilmek için bir büyük ve bir küçük işletmede yaklaşık 10 ay süren bir saha araştırması yapılmıştır.

Saha araştırması 64 sorudan oluşan anketin 85 kişiye uygulanmasıyla yapılmıştır. Ancak iş yerine dair önemli bilgilerin bir kısmı da onlarla yapılan derin görüşmeler sonucunda ortaya çıkmıştır. Büyük işletmelerdeki sosyal haklar ve şirket imajı iş doyumunu olumlu olarak etkilerken küçük işletmelerde sosyal ortam ve çalışanlara nasıl davranıldığı önem taşımaktadır. Büyük işletmelerde homojen cevaplar almak kolaydır; çünkü terfi, zam gibi

degisiklikler belirli bir sistem dahilinde resmi iliskiler çerçevesinde yapılmaktadır; baki olan kisiler degil islerdir. Oysa küçük işletmelerde işler gayri resmi iliskilerle, kisiye bagli yürütüldüğü için cevaplar ve sonuçlar da heterojendir. İşletmenin ölçeği ne olursa olsun, yapılan işin niteliği ve eğitim seviyesi yükseldikçe beklentiler artmakta ve işten doyum almak zorlaşmaktadır. Ancak bu çalışmayı Türkiye’de yapmanın en zor tarafı çalışanların iş doyumundan çok maaşlarını tam ve zamanında alabilecekleri ve kendilerini güvende hissedebilecekleri iş yerlerinde bulunmaya önem vermeleri ve işten doyum almayı çoğu zaman lüks olarak görmeleridir. Saha çalışmasının sadece bu araştırmaya faydası dokunmamış, ayrıca araştırmaya katılan çalışanların da iş doyumları üzerine düşünmelerini sağlamıştır.

Anahtar Kelimeler: İş Doyumu, Locke’un İş Doyumu Modeli, Büyük ve Küçük Ölçekli İşletmeler, beyaz ve mavi yaka işçiler

To my beloved aunt Güler



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## **CHAPTER 1**

### **INTRODUCTION**

The main aim of the thesis is to analyze the shifts in the job satisfaction of employees in different sizes of enterprises. Additionally, job satisfaction of employees in different enterprises will be questioned with respect to their demographic characteristics, like age, gender, education, marital status and place of origin, and their employment status (mental and manual work). The thesis aims to display the different profiles of employees in small and large-scale industrial organizations in Turkey, through the specificity of a field research on job satisfaction conducted in two enterprises in Istanbul.

Relation between the society and the individual has been one of the main concerns of social sciences and social scientists. In the origins of sociology two great thinkers, namely K.Marx and E. Durkheim, have integrated this concern into the center of their explanations. K. Marx the relationship between the individuals and the capitalist social formation should only be understood within the context of productive forces and production relations. Hence, when the producers and the non- producers meet in the capitalist market where one sells his/ her labor power and the other buys labour power of the other as a commodity, the interaction creates alienated individuals (Giddens, 1973, p.229). According to Marx, the individuals are alienated from other men (the employers and other workers), are alienated from themselves, are alienated from the labor process and their labor and are alienated from the product. On the other hand, Durkheim explains the relation between society and the individual from the point of integration and harmony since for him the society and its institutions should be supported for achieving ‘social order’. Order is ‘good’ and represents the ‘sacred’. So the society is also sacred. In this case individuals are bound to adapt their needs to the needs of social order or

society. The existing dominant values and norms of the society will help the individual to make this adaptation. When a society is going through a transition, the values and norms also started to be discussed. Thus, the dominant value system becomes questioned and weakened. According to Durkheim, in such a society the individuals are more likely to experience “anomie” (Durkheim, 1984).

Such philosophical concepts of alienation and anomie in classical social thought, which were used to explain the relation between individuals and the society in modernity, were transformed into more operational forms in later theories. In addition, in later theories the society and organizational structures are thought to be a constraint over the individuals. Hence, a different conceptualization of the industrial society was needed. This different conceptualization was more inclined towards the individual’s motivation, satisfaction, happiness and commitment, which have a strategic importance for growth and development of industrial societies. When the industrial development started to experience an increased level of production and opening of new markets in late 19<sup>th</sup> century, mass production schemes have started in major countries of the industrializing West. Taylor (1911) was the first who was concerned with time and motion studies. According to his theory, the motions of each worker should be calculated to prevent useless movements to save time and effort. Also atomized worker should be closely controlled. However, in order to keep the workers motivated and committed, a direct reward system on planned tasks should be brought in. According to Taylor, only through such as system the level of productivity can be obtained in the establishments. Taylor’s theory and concepts were redefined and rearranged by engineers, managers into the schemes by rationalizing the work, creating fortunes for a few and boredom for many. For instance, Henry Ford used them in his car assembly lines and this application has become famous, example of alienating fragmented work. According to Taylor main problem of the managers should be to obtain the initiative of every worker, by giving some special incentives such as giving the hope of rapid promotions or advancement,

higher wages, rewards or by constructing better working conditions. This type is named as the scientific management by Taylor and his followers. It was different from the old type of management, which was based on direct control of work and the worker. The old management systems did not leave any initiative to the worker. However, new system, which was brought by Taylor, gave the fake initiative to the workers, by controlling them indirectly, with the help of new technology and simplified the control mechanism with measurement.

Working faster than another workman was not possible in any conditions but it was only through enforced standardization of methods, enforced adaptation of the implements and work conditions, enforced cooperation that this faster work can be realized. The extra pay was an important factor for this enforced labor. However, this kind of situation remains old and new management strategies have grown for handling this problem of productivity in shorter time. Tools have been remodelled, mental attitudes of all men towards their work and towards their employers have changed. Taylor constituted a model, which has resulted in the quickest and the most productive work with fewer workers than before. According to him, scientific management has enabled workers to do a much higher, more interesting and more developing, profitable kind of work than before. However, this development cannot solve the feeling, the reality of 'enforced'. Everything is thought, planned by engineers, managers and no initiative are given to workers but just apply what are said and showed. Taylor argues that some mechanism can produce finest results as well as failure and disaster regarding to its applicants' spirit, regarding to managers and scientists. However, this management spirit is not defined, why and how it can come into being. Scientific management does the chain as follow: better quality of working life means better jobs, better jobs mean greater job satisfaction, that great job satisfaction means better job performance and that better job performance improves functions of the organization. However, this chain is weak. Hence, the human factor is not given a lot of importance but it is seen as

a detail. All these chains' factors are the systems done by system engineers and industrial engineers.

Eric Trist (1971) asks the question: What is science and management? He argues that there are many ambiguous answers. Scientific management refers to the movement concerned with work measurement, developed by Taylor at the end of the first century of the first industrial revolution and became the main context of production and engineering. Then second industrial revolution has begun by the information technology. By this second revolution, world has become more complex, fast changing, interdependent but uncertain. Although advanced science based industries has decentralized their operations, debureaucratized their organizations by developing the participatory democracy, classic approach identified by Taylorism has remained as the prevailing value of contemporary industry. However, alienation and poor performance could not have been avoided. Hence, these changes brought more productivity at less cost in the short run within the enterprise but in the longer run, more alienation has been created. These negative conditions were masked in the classic forms of industrial struggle for some times, as organized labor sought better conditions (more pay, shorter hours) for the mass of semi and unskilled workers. 'After a period of resistance unions began to learn how to use work-study as a bargaining method in their own interest'. In 1943, Maslow's work has tried to explain the motivation of people at work. His theory has never been tested but it has been used by behavioral scientists and formed basic ideas of job enrichment by Herzberg and other researchers around 1960. Cognitive Growth School has been founded by Maslow and Herzberg. They emphasized man's psychological and growth needs such as knowing more, interaction, creativity, and self-development. Job enrichment has been practiced under the name of feedback, which increases the employee's achievement and their responsibility for their work. Job enrichment is related to Herzberg (1959). It is needed because of the difference between the effect on the individual of the content of his actual job and of aspects of the context in which the job is performed. Job enrichment pushes person's

qualifications, tries to develop person's participation, qualifications, and extends the responsibility of the individual. However, job enlargement refers to changes, which increase the variety of tasks to be done by the individual without requiring the exercise of any great level of skill or responsibility. Job rotation is a special form of job enlargement under which the workers move between works from few hours to several weeks. It is impossible to find tailor-made solutions. Hence, people have different needs and expectations, which vary for each of them at different period, as complex beings.

Hawthorne experiments, carried out by Elton Mayo and his followers (1946) in Western Electric's plants in Chicago, were the first extensive studies made in industry by social scientists. They insisted on human side of workers and this led to rise of the human relations' movement. In the post WWII, 1948-1951 Tavistock Institute undertook an intensive research at the London factories of the GLAENAR Metal Company concentrated on group relations at all levels. Another problem has emerged: Adjusting people to technology, or technology to people. Then, a socio-technical system which principles would be used for design has been built. This referred to organize the interface so that best match could be obtained between both. At the end of 1950's Tavistock researchers have finished descriptive studies. Then, Norwegian Industrial democracy Project has began in 1961, in order to give a new dimension to socio-technical studies by the questions of value change, in the post industrial society. First phase of the research was about finding the workers represented on the board. The result showed that it happened very little or in a symbolic-ceremonial level. There was no increase in participation, no decrease in alienation or no increase in productivity. On the third phase, diffusion process has begun, and in order to spread the industrial democracy, government has sponsored the project. Then, this work has been applied also in other Scandinavian countries however; larger countries with fragmented cultures could not develop such a work. Meanwhile, a new approach had been growing from around 1950 with the development of theories of socio-technical systems and job design by the Tavistock Institute in London, by Louis E.Davis and his

colleagues in America (1966). Aim was to construct a balance and a relationship between the people and technology. They have stressed on autonomous groups, working together to complete their task, rather than being directed, controlled by a supervisor. The research in this area has continued in Norway. Eric Trist was the one who has described the development of the socio technical theories up to the late 1960's. Parallel works has been done in America from about 1955, about the relationship between the technology, organization and personal needs. Davis has defined this new design as the 'specification of the contents, methods and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder.' Concepts and definitions used by social scientists for over 25 years were drawn in 1964 by Vroom in his study *Work and Motivation*. He found that job satisfaction and job attitudes were the terms used interchangeably, but both referred to 'affective orientations on the part of individuals toward work roles which they are presently occupying'. He described a satisfying work role together with the work which provides high pay, substantial promotional opportunities, considerate and participative supervision, an opportunity to interact with one's colleagues, varied duties and a high degree of control over work methods and work place.

The job satisfaction is the concept, which is affected by multiple factors, and it is understood by many dimensions that we will discuss in 3rd chapter. At first sight the job satisfaction is seen as an abstract concept. However it is hidden in every step of the working life. It determines the coordinates of the workers in the organization as well as in their daily life. It includes mental and manual works, conditions at work such as salary, supervision, autonomy, etc, enterprises' management politics and the nature of the enterprises. Job satisfaction has various dimensions that we will discuss in the next chapters. Unfortunately it is forgotten child of the working life because it forces people to question and reconsider the quality of their work lives and environment. The job satisfaction cannot be separated from the life of work because it is related to the human conditions, human face of the work.

This idea is supported by many theories. For instance according to Herzberg (1966) there are mainly two types of work: first one gives the intrinsic satisfaction by enriching experience, providing challenges to the individual and by giving to individual opportunities for fulfilling him/herself. Second one leads to extrinsic satisfaction because it yields no value in itself, by being a means to an end. Therefore, employees search for satisfaction and fulfillments outside of the work. First one has an expressive meaning, second one instrumental meaning. However, there are cases and works that an employee cannot separate two of them, that is, work can be both expressive and instrumental according to different affairs. It is difficult to generalize the workers' attitudes towards their work because they have different priorities at different times. This research tries to show their attitudes and priorities at one time.

By the development of the working life and technology, new society of employees together with new needs has emerged. Alienated and lonely employee became the problematic entity of the industrial life and also the object of the analysis. New identities and belongingness were needed. New research was done by Tichy (1983) and Handy (1985) in order to describe the organizational climate and eliminate negative effects of the high level technology on employees. Job design studies take technology as a variable and as a consequence, are in the interaction between personal, social, organization needs are studied. Job design studies can be classified into 2 groups, both based on field experiments: Those carried out in USA under the name of job design and those in England under the name of socio-technical system studies. The former studies seek the manipulation, the configuration of technology and determine the possible variations. The latter studies approach jobs and organization from the direction of social psychology and seek the configuration of tasks to permit the development of social structure.

These studies demonstrate also the positive effects on total performance of job and organization designs, which result in autonomous job behavior.

When we talk about the job satisfaction in one enterprise we also talk about the size and conditions of this enterprise. Hence job satisfaction is one of the results of the organizational structure and its dynamics. It is a subject of power, politics and leadership in the organizational behavior and it is strongly related to the size of the enterprise, which will be discussed and explained in the next chapters.

The reason to work on comparing the **level of job satisfaction and the size of the enterprises** is not only to investigate different sociological dimensions of job satisfaction but also to understand the different working structures, which are defined by the size of the enterprises. Size of the enterprises does not affect only the capability but also the nature of the division of labor, productivity, organizational structure and especially job satisfaction. In the job satisfaction researches organizational climate, that is the size of organization, the shape of its hierarchical structure, the degree of formalization, centralization and complexity, decision-making and styles of supervisory personnel in management are also important.

Relationship between size of firm and job satisfaction has been mostly studied theoretically. (Durkheim, E. 1933, Glencoe, III; Warner, W.L. and Low, J. 1947; Richardson, F. and Walker, E. 1951). It has been argued that small and medium sized firms are more humanistic by offering face-to-face informal relationships and large firms are mechanic and decrease the job satisfaction of their labor force. (Schuacher, E.F. 1973).

Some researches have claimed that there is an inverse relationship between the size and job satisfaction. Ingham (1970) found an inverse relationship; Curran and Stanworth (1979) argued that there is an insignificant relationship when some variables are controlled. Osborn and Hunt (1975) have been realized that there is positive relationship between scale of the organization and job satisfaction.

First study has been done by Talacchi in 1960. Talacchi has been examined the size of organization on employee attitudes in manufacturing and non manufacturing firms together with their level of job satisfaction by 76 item



questionnaire. He has done a linear correlation analysis between the size and satisfaction and found a negative correlation. He reported inverse relationship between size and employee-management, size and employee-supervision, size and employee- fellow employees, together with the inverse relationship between organization size and satisfaction with non-material rewards. He reached a conclusion: Larger firms had increased division of labor and specialization, which led to intrinsic deprivation, and declines in the quality of inter personal relations. However, Porter and Lawler (1965) have found methodological weaknesses in Talacchi's analysis because he did not use probabilistic sampling procedure.

Size of the enterprises is also studied with respect to social relations in the workplace and intrinsic aspects of the job for the employees. (Batstone, E.V. 1969; Ingham 1970, Curran and Stanworth 1979). Ingham argued that workers in small and medium sized enterprises have developed different orientations to work. The small and medium firms' workers have "non-economic expressive orientation" to work, that is, they have low concern with economic rewards but strong concern with the intrinsic rewards of work. Large firms' employees have "economist instrumental orientation" to work and they value material rewards. Ingham found that smaller firms' employees are more satisfied when non-economic aspects of jobs are taken into consideration; if the opposite is taken, large firms' employees are more satisfied. Ingham argued also that there are vertical and horizontal social relations in small and medium sized firms, but Ingham asked workers only if they ever saw their director on the shop floor, if ever talked to them, and the like but these questions are not enough to measure the quality of relationship. Hence, direct relation is not an important cause of the qualified relationship in the organization. Another weak point is the pay satisfaction questions in Ingham research. Ingham has asked direct questions such as " How are you satisfied with your present level of wages,; For how much extra money will you be willing to leave your present job?", etc. however, people tend to answer positively such kind of questions, as Blauner(1960) has also mentioned.

Batstone (1969) has interfered as Ingham with the social relations in shop floor and intrinsic aspects of job. However, in contrast to Ingham, Batstone has argued that in large firms employees have stronger relations because there are various choices of possible friends.

Curran and Stanworth (1979) argued that in small firms social relations are found friendlier among married workers. The single workers, because they are individual minded, they have less friendly relations. However the authors cannot find an adequate relationship between size and nature of relationships of firms. Curran and Stanworth have also examined the quality of employee-employer relation in terms of “team work” and “conflict terms” but they found little differences between the small and large firm workers. They reported that not the size but the type of industry effects whole organizational structure.

Idson (1990) has conducted a research on relationship between organizational size and job satisfaction. He asked direct questions such as “Are you overall satisfied with the job? Would you recommend the job to a friend?”. The effect of size on job satisfaction was tested by regression analysis. He found that the level of job satisfaction decreases while the size of enterprise increases. The reason is when the firm is large, employees’ freedom on their job declines.

Osborn and Hunt (1975) found positive relationship between the size of organization and job satisfaction. Research has been conducted by using Job Descriptive Index.

Although there are many arguments about the relationship between the size of enterprise and level of job satisfaction, it is difficult to reach a conclusion because of the questionable empirical findings. All these studies reach to different conclusions. There are studies, which show negative relationship, positive relationship and no relationship between the organizational size and job satisfaction when certain factors are controlled. Their methodological paths are also different from each other. Some used semi-structured interviews, some used standardized questionnaire, and other did a regression analysis. Additionally, their concepts of job satisfaction are

different. They do not describe the dimensions of the job satisfaction and they analyze it as one component. However, Locke's job satisfaction model (1976), as it will be described in details in methodology, is clear in terms of dimensions and he looks what is inside the job satisfaction. He uses mainly two dimensions: Job components and comfort factors, which have, sub dimensions, called items. Job components include reward, interest, challenge, autonomy, and relation with co-workers, opportunities to use abilities, creativity, variety, self-esteem, pay, promotion, and supervision. Comfort factors consist of working hours, travel time, physical surrounding, characteristics of the enterprise and its management. As it is described, Locke's model is the clearest and most functional model within the job satisfaction theories and models.

For the thesis, I intended to use Locke's definition of job satisfaction and to compare differing degrees of job satisfaction in large and small firms. Since I am not satisfied with Locke's dimensions, I have also added demographical variables and the employment status within occupational division of labor, by taking into account the researches done in terms of the relationship between the job satisfaction level, the demographical variables and the employment status, which will be described in theory chapter. Briefly, demographic variables will include age, educational level, marital status and place of origin of the respondents. Locke's components of job satisfaction will be compared according to size of the enterprise, according to employment status and according to demographical variables.

Historical overview of the work will be presented in the second chapter. Since the research is conducted in industrial organizations, I thought that basic historical phases in the work processes and history of work should be reviewed. Fordism, Taylorism, postfordism are the major turning points in the work process. While discussing these major concepts, main focus of this analysis will be differences between the employment status and the size of the enterprises in terms of job satisfaction level. In order to understand the structure of the enterprises, a summary of the organizational theories will be brought out. Thirdly, concepts of various theories will be discussed. The

emergence of the Japanization as a new management policy will be also included in the discussion.

In chapter III historical background of industrialization process in Turkey will be explained. In this chapter firstly I will discuss the government policies with regard to work and workforce-industrial development. Also in this section taylorist-fordist evolutions in Turkey will be discussed. Secondly, nature of workforce will be explained through some indicators. And finally some researches on industry and the job satisfaction in Turkey will be evaluated.

In Chapter IV, dimensions and items of job satisfaction concepts used in the research will be described. My expectations and hypothesis will be also included. Information about work places, which I have selected for my field research, will be given this chapter together with the criteria of selection. In this chapter I will also present the difficulties that I have faced with. During the research, I will also describe my sample in terms of place of origin, age, marital status, education, social mobility, accommodation, age of first employment, previous job experiences, present job tasks, working conditions and free time activities of the respondents.

Chapter V aims to define job satisfaction level of the respondents related to their demographic variables and try to find a relation between these variables and their satisfaction level.

The job satisfaction level of the respondents related to their employment status, together with the categories of the work tasks will be described in Chapter VI. The differences between white and blue-collar workers will be shown by defining different situations of work places. Expectations and thoughts of the respondents will be discussed on this chapter. Their thoughts will be expressed through their own words, which have been recorded during the interviews.

Chapter VII will focus on the relationship between the size of the enterprises and job satisfaction. Job satisfaction dimensions will be analyzed with the relation of the differences in the enterprises. Physical working

conditions in both enterprises will be defined. Income level, relationships within the workmates, participation level, social face of the work, critics about the workplaces, level of supervision, facilities offered by the enterprises, leisure time activities, belongingness of the employees, advantages and disadvantages of both enterprises will be compared and related with the dimensions of the job satisfaction.

Chapter V, Chapter VI, Chapter VII will be based on the results of my field research and will be fed by the related conceptual framework. Conclusion will take place in Chapter VIII.

## **CHAPTER 2**

### **THEORY**

Before presenting the general history of work, organization and job satisfaction theories, the concept of work itself needs a definition. Arendt (1958) separated labor from work. Labor was described as a body activity whose results are consumed immediately; whereas work is the hand activity that gives objectivity to the world. However, it is difficult to make clear-cut distinction between the two in industrial societies. Besides, after Arendt's definition, we can say that labor is the concrete face of the work and work is the name of the actions, which needs labor. Brown's (1978) definition is more accurate for today's world: work is a transformative activity, which locates people within some form of market. It is more accurate because people define themselves according to the work that they are doing and they find the possibility to see the results of their labor through the work, which transform the ideas to the facts. These facts find value and place at the market and people fix their coordinates according to their returns from work. At present, whether work and employment should be understood as "a necessary pain for pleasure", hence as the main aim of life, or, whether it has lost its significance with the increasing use of information technologies and leisure and consumption activities in the life of human beings, is open to discussion (Thompson, 1989; Grint, 1998; Sennett 2002)

#### **2.1 History of Work**

Before the industrial revolution, the artisan was the master of his work with the might of using his tools and materials. He has known what, how and why he was producing because he was the one to take decisions on each step of production so he took the initiative. To have the initiative was the necessity and

the result of that time's technology, which needed directly the human power. In late 18<sup>th</sup> century, the waterwheels were replaced by the steam engine and technological developments have enabled man to exceed the limits of the human body. This mechanization process redefined all the relations between the artisan and his work. Instead of craftsmen, machines were producing with the help of human intelligence and skill. Craftsmen transformed into workers with routine jobs. The discovery of oil and other energy sources also paved way for mass production, which mainly aimed to produce standardized products in large amounts. In order to standardize the product; the labor force also needed to be standardized and a new production and management system was built. With this industrial revolution, division of labor together with the specialization brought the alienation and dehumanization to the work. Machines replaced the human appendages and the individual has lost his control and autonomy over work. Working life has come to the point where for many people; work was no longer creative activity but a monotonous necessity with non-work alternative.

Development of technology has led to assume decrease the need for the manual and creative practice in industry and machine power replaced the human power. Technology has created a new demand among low-level workers for repetitive skills and a new hierarchical system with a new category of supervisory worker with an intellectual and executive capacity beyond the reach of a good proportion of the workforce. These factors have changed the attitude of workers. Raised educational and cultural level of workers have changed worker's aspirations with respect to the work they seek as well as to the conditions in which it is performed and the reward they expect to attain. Unfortunately, high hopes of the working people did not become their realities. This new accepted and practiced system made work meaningless as well as soul-destroying and unworthy.

The results of the industrial revolution were foreseeable for some scientists. Marx was one and important of them who saw the whole picture of the raising society. He argued that while the human qualities is reducing to the

qualitative, interchangeable value of the money and while productive relations reduce social relationships to the level of a relationship between objects and economists forget the importance of the human factor in the production, this alienation problem could not be solved. Marx suggested that alienation was the one result of the property relations of capitalism. According to this system, the factory belongs to entrepreneur who has the legal right for hiring labor, selling the products produced by workers. What is left to workers is just to sell their labor power. Hence, they do not have any legal-social claim to sell their products and are alienated from the product of their own labor. As a result, workers lose their identity and meaning in the enterprises because of the isolation from the production and organizational system. Productive, creative work has been transformed into an instrument, a tool for making living. This is the self-estrangement, which is the central idea of alienation.

What constitutes the alienation of labor? First that work is external to the worker, that is not part of his nature; and that, consequently, he does not fulfill himself in his work but denies himself, has a feeling of misery than well-being, does not develop freely his mental and physical energies, but is physically exhausted and mentally debased. The worker, therefore, feels himself at home only during his leisure time whereas at work he feels homeless. His work is not voluntary but imposed, forced labor. It is not the satisfaction of a need but only a means for satisfying other needs. Its alien character is clearly shown by the fact that as soon as there is no physical or other compulsion it is avoided like the plague. We arrive at the result that man (the worker) feels himself to be freely active only in his animal functions-eating, drinking and procreating, or at most also in his dwelling and personal adornment-while in his human functions he is reduced to an animal. The animal becomes human and the human becomes animal! (Marx, cited in Bootomore ed., p.124-125)

Modern society was characterized by division of labor, social solidarity, interdependency, and struggle between classes and conflicts between individualism and community. Through technological improvement, industry has advanced together with the wealth in advanced industrial societies. The



distribution of income had also relatively been equal but all so-called positive consequences, which have caused more serious problems such as alienation, decrease of the quality of the inner life, etc.

In order to avoid negative effects of the new system the human relations school has started in the 1930s, featuring the social functions of the work group and good supervisory relations in producing worker satisfaction or dissatisfaction; and the work itself-or growth-school of more recent years, placing primary emphasis on the interest and challenge of work. In human relation approach, there were mainly two models: Taylor's extension of the division of labor and Hawthorne researches. Neo-human relations have been studied mainly by Mayo and Tavistock Institute. Hawthorne studies, conducted at the western Electric plants in Chicago by Mayo (1946), highlighted the inadequacy of scientific management in treating the worker as an isolated individual and ignoring his relationship with his fellow workers. Researchers concluded that social relations at work played important roles than physical environment and control systems set up by management in terms of behavior. As a result of these studies, came the human relation policies for improving the lot of the worker.

According to Taylor (1911), there was no need to understand the complex production structure for the workers; in addition, they could be productive on the condition that they were not interested on designs. However, things did not evolve the way Taylor has predicted and planned. He forgot the decrease of productivity of these uneducated, low skilled employees and he treated to the human beings as machines and underestimated the importance of human factor. Researches, which have been conducted, have proved Taylor to be in the wrong. Experiments done in Hawthorne firm have been concluded that to treat employees as sentimental living bodies increase the productivity. Individual psychologists like Mayo worked on employers' behavior toward employees but they all knew that it was impossible to save employees from the boredom and the pain of the "iron cage". (Sennett, p.41-42)

McGregor (1960) concluded these inter war activities:

During this period the human side of enterprise has become a major preoccupation of management. Lots of industrial employee has improved to a degree, which can hardly have been imagined by his counter part of the 1920's, but it has done all these things without changing its fundamental theory of management.

McGregor argued that traditional firms were organized along what he termed Theory X. According to this theory, people inherently have disliked to work and preferred to be controlled rather than to have autonomy. Because of this, variety was necessary to ensure compliance at work. Theory X has neglected the dynamic nature of human needs and as a result could not cope with the new, higher needs of contemporary workers. Theory Y has attempted to solve these motivational and behavioral problems by generating below mentioned assumptions (Grint, 1998, p.124):

- Work is not disliked by everyone
- Variety is not the only motivator
- It is possible to provide organizational goals that fulfill the highest motivator
- Responsible behavior is a result of trust
- Creativity is widely dispersed throughout the population even if few jobs require it.

Unfortunately McGregor's theory was not about creating a society in which individuals can realize themselves but about redeveloping managerial strategies. That is, individuals had to fit their goals with existing managerial goals. In McGregor's term, theory Y is to encourage rather than push their subordinates, and to develop their capacities rather than to merely provide financial rewards. After these researchers, the idea of fitting the worker to the job came into being.

However, neither human relation approach, nor the development of selection methods was able to fulfill the worker's needs and abilities into the work; because people needed to choose, to decide and determine the conditions

of their work that is they needed autonomy;<sup>1</sup> because they were still alienated from their labor.

Most social scientists have argued that alienation is not a consequence of capitalism but of new large-scale organization and impersonal bureaucracies. There were many polemics on the question: is the modern worker alienated or not. One group with the Marxian perspective has argued that modern workers' situation is much worse. Another group has mentioned that worker's situation is very good. These two extreme thoughts were not objective and relevant. The reality of alienation could not be unseen. Conditions of alienation, forms of alienation, its consequences on workers and production systems were the complex subject of analysis. Modern industry has created variable working conditions, work environments, organizations that have changed the form and intensity of alienation.

Modern man was isolated from his work, political, social and artistic life, even from himself. Alienated industrial worker has been the central idea of Marxism in its analysis of modern society. Orthodox Marxism has believed that meaningless, unknown production process; no-control in work would result in proletarian revolution. However, this would not happen. Factory technology, increased in division of labor, monotony, lose of control has continued and still continues to improve itself together with the increase in alienated, unhappy workers.

Blauner (1964), after Marx, insisted on the fact and results of alienation and determined the conditions in which alienation was intensified and situations, which gave rise to different forms of alienation. Blauner identified four aspects of alienation: Powerlessness, meaninglessness, isolation and self-estrangement, which vary in form and intensity, according to the specific conditions of industrial technology and the division of labor. He suggested that the entrance of assembly line and machines into the factories decreased the freedom of workers and increased their alienation. However, automated

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<sup>1</sup> "Do people choose their circumstances or are they chosen for them?" (Grint K., p. 294)

industry, continuous process technology seemed to give control to workers, but this control was fake one.

Loss of control means loss of freedom initiative and creativity. Specialization is so elaborate that the goals of the enterprise become removed and work itself is deprived of any cooperative meaning. The worker does not identify with the productive organization, but feels himself the part or alienated from its purposes, (Blauner, 1964, p.3)

Meaninglessness was the important dimension of the alienation. Large-scale organizations have divided the labor into many pieces and the worker, by circulating into it, loses the meaning and connection with the whole structure. There was no need to use the intelligence and skills, just do what is said to do. According to Blauner, meaning in work was dependent on three aspects: Firstly, the nature of the product was significant. For instance, producing hand made clothes in limited number was almost meaningful. However, when the objects of the production were washing machines, cars, etc., the nature and meaning of work changed. Secondly, the production system was important. For instance, there was a big difference between the work on the whole (even a standardized product) and the work on small parts of the whole. Thirdly, the sense of responsibility may change the alienation conditions because of the increase on purpose and function. There was also inequality in the distribution of the powerlessness, meaninglessness among workers. Small factories, team production, process technology rather than assembly methods, reduced the meaninglessness. Despite alienated production and organization system, workers had the networks into the factory and this community gave them identity, sense of belongingness. These informal relations were independent from the factory management and it reduced the negative effects of the work. The community sense was found mainly among the blue-collar workers rather than white-collar workers. However, the bureaucratic organization in the factory creates the distance between workers and management by the formal procedures.

According to Blauner (1964), boredom, monotony, absence of personal growth, lack of occupational identity, lack of control, meaning and social connection led to self-estrangement. Same factors resulted also in deep job dissatisfaction. Important point was the difference between the self-estrangement and alienation. Hence, a worker could be bored during the workday and could support non-interesting job just for realizing his/her dreams and plans but still not be alienated because of the close-knit work groups. Blauner argued according to some researchers' results that a modern worker seems to be self-estranged but probably satisfied by not developing needs for control, initiative, expectation and meaning of work. This satisfaction depended on the worker's education, identity and way of life.

In order to decrease alienation or dissatisfaction, there were some suggestions, which have also been criticized by Blauner. One solution could be making jobs regain its position as a life interest or life style by creating leisure activities for workers. However, one still may have very alienated work together with the very joyfully private life with leisure times. According to Blauner (1960, p.341-346), control in work and independence were the important job satisfaction factors.

According to Blauner, large size of the mass production factory was the key reason why it constituted an alienating work environment. Moreover, worker's alienation and detachment increased with the firm's size (Ingham, 1970, p.273). When the individual was feeling like a tiny cog in a vast machine (s) he was experiencing meaninglessness, powerlessness and isolation. On the other hand, the same individual was sensing that his/her personal contribution had a greater impact on the total operation of the organization. This was the "success" of the large organizations which was providing higher wages, better benefits, services, training, promotion opportunities and other inducements which small organizations were lack of resources to supply, with the help of new management system.

Methods of working have been changed from traditional forms to the group working in order to eliminate ill effects of repetitive jobs. In order to

satisfy employees, technology had to be re-shaped and a series of socio-technical systems had to be built. Human needs in work needed to be identified clearly. Theories of production systems had to be realized and practiced. Group working has been suggested as a solution for the repetitive, monotonous working area, especially for the blue-collar workers.

To design the job was required and the job design studies were conducted in the U.S. by Louis Davis (1966). According to him, job could be redesigned by taking into account the level of job satisfaction, which refers to adaptation to unsuited jobs.

The socio-technical approach was developed by Trist (1971) to support Davis' researches. According to this theory, an organization consists of independent technological and social systems operating jointly to achieve the purpose of the organization with the joint optimization.

These theories of job design and socio-technical systems constituted three main categories of job requirements:

- \*Jobs must be designed in order to give the autonomy, control and regulation to the workers.

- \*Job must encourage the individual to adapt

- \*Job must enable him/her to learn from what is going on around him, so that individual grows and develops himself.

According to these socio-technical approaches, if these three main requirements can be realized in an enterprise, workers can set their own standards of quality and quantity of performance, where they will get some information and also they become active. Additionally, wide range of tasks to provide variety in the job should be created so that individual feels the interdependency in the organization and finds that his/her job is meaningful enough to give him/her status within the enterprise. Although these approaches seem to be efficient, they could not reach to the speed of the new technology.

Early industrial work have affected mainly the body of the workers and created bodily fatigue. However, new work affects the worker in a number of ways; primarily quick, attentive, trained minds are required. Workers are

“expected to have their minds and hearts on duty even outside of regular working hour” (Casey, 1999, pp.86). Cellular phones, faxes, personal laptops extend the available hours of work into leisure and private time. Contemporary workers often attend, wait and observe the smart machines.

This multi-technological modern industry’s unsolved problem is still alienation, which results from the relationship between the workers and socio-technical systems. Control, autonomy, self-expression and social integration are all problematic for the modern workers whose personal potential are injured by the various faces of modern industry.

This new technological decade seemed to provide workers new forms of skill and knowledge. Range and quality of skills at each organizational level became similar and hierarchical distinctions became blurred. While the information is shared and exchanged, authority has changed its face and teamwork engendered sense of empowerment, commitment and collective responsibility. Those views have been supported by many researches (Handy, C., 1990; Moss, K.R. 1992; Peters, T.1991)

Some other researches (Fantasia, R., 1988; Kochan, T., Katz, H. C. and McKersie, R., 1986) described an opposite scenario. New technology surpassed human physical capacities with its smart machines and workers have lost their control over their work and have become servants of these machines and dependent on the work place. In addition, they are more controlled than before by the electronic eye of management surveillance. This new technology brought distrustfulness, conflicts, and social alienation to workers.

Besides, there are scientists who think oppositely. For instance, Zuboff (1998) suggests that changes in the production methods give workers new opportunities for self-realization; advanced automation and information technologies may give the opportunities to the worker of control over the work process and may make-work more meaningful. However, management, planning, control are the three weak points of today’s work world. Hence, New World system cannot regulate the world fairly, properly and it produces paradoxes, which should have been managed. The technology is not the only

determinant of the tasks and the working life. Mode of performance and allocation of tasks are also needed to be determined. This is the function of the organization of work. Needs of employees are taken into account with the decision making, process at all levels, in an ideal organization of work together with the growing awareness, strategies are planned for self-actualization for which organizational flexibility, commitment, responsibility, effectiveness in problem solving are necessary. It can be said that technology provides some ways for maneuver and task organization if it is done carefully, may erase the bad effects of technology on employees by influencing the meaning and satisfaction of work.

Although unsuccessful experiences came into being, New World continued to produce new systems. After Taylorism, Fordism and Post-Fordism, Japanization has brought another point of view about the new technology in order to solve the negative effects of the new decade.

Japanization differs from Taylorism, Fordism and Post-Fordism by supporting team commitment and effort to 'achieve innovation mediated production'. JIT (just in time) and TQM (total quality management) are two important elements of it. By JIT, enterprises do not hold stocks before they are required. TQM refers to

Production of goods and services in which employees at all levels focus on satisfying customers, use statistical and other techniques to monitor their work and seek continuous improvement in the processes used and the quality of what is produced (Grint, K., 1998, p.357)

According to Wilkinson, Godfrey and Marchington (cited in Nichols, T.; Sugur N.; Demir, D., 2001) there are mainly three principles in TQM: customer orientation, process orientation and continuous improvement.

Customer orientation refers to meet the needs of the customers inside and outside of the plant. Outside customers are always the target groups. Customer oriented services are the main slogan of the firms; but what is new here is the "inside customer" concept. Every department works according to



the other departments by taking something from another department and their relationships are like customer and buyer relationship. It is thought that work quality will be higher when the departments see each other as customers. Process orientation refers to "quality chains, which include divided tasks or processes.

Each process in the quality chain has a customer, stretching back from external customer, through the various internal customers, to the organization's suppliers. (Nichols, T.; Sugur N.; Demir, D., 2001, p. 12)

Continuous improvement refers to the satisfaction of the customer needs, which result in continuous improvement of products and services.

Japanization leads to flexibility in team working, continual improvement and adaptation and integration (Casey, 1999, p.356). Teamwork includes problem solving, participation and improvement. Positive effects of the teamwork are:

- Employees contribute to the job tasks by using their mental labor.
- More responsibility is given to the employees
- Value of the work increases
- Labor efficiency increases
- Both products and production processes are improved. More qualified production is done
- Employees participate to the administration by expressing their ideas
- Hierarchy between employee and employer decreases

On the other hand, the negative effects of the teamwork are:

- Job pressure increases by the workmates in the team along with the workload
- Work pressure results in stress
- The role of trade union decreases
- Wages cannot be standardized because of the performance system
- Job security decreases

(Demir, E., Nichols, T., Sugur, N., 1999, p.1-2)

Ackroyd (1988) explains Japanization in three parts:

- 'Direct Japanization, that is when the Japanese firm moves into the economy and industry of another society.
- 'Permeated or full Japanization', that is whole economy would be modeled on the Japanese example.
- 'Mediated Japanization', that is 'attempts to incorporate the best of Japanese practice and to integrate the new with the old in appropriate ways' and 'legitimizing the introduction of indigenous changes that are seen as necessary or desirable' (Watson, 1995, p.354)

One innovation brought by Japanization is the new relation type within an organization. In general, at the organizations, firms, working places employees do not care each other beyond their usefulness for each other; view the organization as a source of their paycheck and organization view the employees as a source of labor. Employees do not feel themselves a parts of the company but a place which could also be fulfilled by another employee, that is there is no feeling of belonging and secondary-impersonal, rational relations are relevant. However, Japanization suggests the primary-personal, natural relations. Through them it gives the sense of ownership of the company, family, emotional well being, reduction of anxiety, job security.

Another important approach of the Japanization is the emergence of teamwork. To improve jobs can be more successful if plans are introduced for groups rather than individuals so that each member of group has the choice for taking the responsibility or not. Semi-autonomous work group offers the greatest opportunity for this achievement both organizationally and individualistic.

In production area, there are three basic types of activities: Technical activity (exercise of the skills of workers), socio-technical activity (interaction among group workers), and the social activity. These three types are interrelated. These activities create groups mainly in two types: Formal and informal. Formal groups are related to total organizational mission,

permanently or temporarily with their specific goals and tasks. In informal groups relationships begin at the working area, and continue also outside the factory because of the shared interests or just as a friendship.

Formal groups can be classified by their type of dependence. For instance, operational interdependence (members are dependent in terms of completion of their tasks upon other members, especially in assembly lines, there is the collective performance and homogeneity of status in such a group); functional interdependence (members are dependent upon others in terms of complementary skills in order to complete the group's tasks. This interdependence is found in manning process equipment and maintenance teams. Individual earnings are dependent on group productivity. Status in the group varies by different skills possessed by members); structural interdependence (results from organizational designed gives to members common supervision and common territory. Status is heterogeneous in this kind of interdependency in respect of skills and responsibilities).

All types and characteristics of work groups are related to work organization, technology used in working area. Although the authority is in increase, individuality becomes valuable and people prefer to shape the organization rather than to be shaped by it. Main structure of the working life does not change because of the strength of the work tradition that differs from country to country. Alternatives, development programs do not work well because they are generated in western societies. Other countries should create their own system of development or adapt themselves to existing ones.

By these improvements, definition of work has been transformed to spend energy so that leisure or free time could be enjoyed, passed by doing what employee wishes. Now people overwork or spend their free time in their work places in order to be rewarded and appreciated. Another reason is the mentality of the new working life: Much interest with fewer workers for having chance to compete within the world market. These attitudes decrease the quality of working life. Modern management offers quality circles,

participative management, autonomous work groups, self-determination, profit sharing but work is still repetitious and boring.

## **2.2 Occupational Division of Labor**

Later on, a new management and production system was developed: Taylorism. Industrialization has begun with the mechanization, which replaced human power with that of the machines. With the help of machines, work tasks were separated into small pieces and needed to be shared by the workers. Machines have introduced the mass production and standardization with their almost zero-error rates. Mass production technology was based on Taylorism, which contained two parts: decomposition of jobs into their smaller units and top-down management. It resulted in de-skilling of works and under consumption. Taylor has developed the scientific management approach in order to describe the methods of work measurement: 'quickest and best movements as well as the best implements' for each job. Taylor and his associates have founded the physical-economic school of the 1920s, emphasizing the importance of physical work conditions and pay. Taylor has assumed that individuals are different rather than similar and jobs and workers should be matched. He has thoroughly and systematically studied the workers in order to develop ways to improve their efficiency and he developed a science for each element of man's work. According to Taylor, job content was to be de-skilled progressively as work was broken down into fragmented tasks requiring the least mental ability and only physical effort and the functions of planning and decision-making were to be concentrated in the management. Taylor's methods were adopted by the industry, they became and remained standard. Taylor hoped that his methods would not reduce the automation and produce a wooden man but would enable to do much higher, more interesting, more developed and profitable kind of work than before.

Mechanism of management must not be mistaken for its essence or underlying philosophy. Precisely the same mechanism will in one case produce disastrous results and in another most beneficent. (Taylor, 1911)

Control and domination over work were transferred to machines. Labor has been divided mechanically into minutely sub-divided tasks and workers have become a tiny unit of a big machine. Responsibility, problem solving, supervision, decision-making have passed through workers to technical staff. The level of technology has changed job characteristics. For instance, in craft technology, traditional manual skill, to use hands with simple tools, was the dominant type of work. In continuous process technology, workers did not see the product and did not use their hands directly. There was an automation system, which has required the responsibility rather than manual skill. To have responsibility had a positive meaning but this responsibility was given through machine technology, which has taken all its freedom to choose the techniques, and methods used during the production process and subdivided the labor force. Mass production has produced also a mass society in which workers had the uniform level of skill-low and pay.

This was Fordism, which was defined by Taylorist separation of managerial and manual work, task fragmentation, and standard commodity production, large markets based on considerable middle-income class. By Fordism, work has become to be bought by conveyor belt to the worker and speed of task completion has begun to be controlled by management. This system has increased the production, eased the training of workers, used the semi-skilled workers that were “cheaper” than craftsmen but it has brought high turnover rate, alienation, boredom, loss of autonomy, stress related to the dictated speed of the line and the fatigue.

Following World War II, major change in the industrial technology had begun. Highly automated computer systems and flexible-manufacturing systems have developed. The place of the worker in the new production process began to change. The specialization of function declined and skills changed, labor costs reduced and production increased by fewer workers. In

the new industry, an operator had to be multi-skilled, aware and flexible, (s) he needed to understand the entire production process so that (s) he could respond to unpredictable situations. A new system was to be built. This was known to be the Post-Fordism, which has tried to bring an alternative production system. Unfortunately, it has uniquely focused on technology. Post-Fordism has brought a new dimension: flexible specialization and decentralization. The solution was to increase skill levels, together with the flexibility of the workforce, to provide teamwork structures to seek out specialized niche markets for high quality, high value products and services (Grint, 1998, pp.285). Post-Fordism has referred to small batch production, flexible production and provided labor relations and production for small market niches.

***Table 2.2.1 Main Differences between Fordism and Post- fordism***

	Fordist	Post-Fordist
1. Technology	Fixed, dedicated machines  Vertically integrated operation  Mass production  For a mass consumer market	Micro-electronically controlled multi-purpose machines  Sub-contracting  Batch production  Diverse, specialized products
2. Products	Relatively cheap  Variable quality	Price variable  High quality
3. Labor Process	Fragmented  Few tasks  Little discretion  Hierarchical authority and technical control	Integrated  Many tasks for versatile workers  Some autonomy  Group control
4. Contracts	Collectively negotiated rate for the job  Relatively secure	Payment by individual performance  Dual market, secure core; highly insecure periphery

**Source:** Tombs Steve et al., People in Organizations: An Active Learning Approach, Blackwell Publishes Ltd, Cambridge, USA, 1997

As it was mentioned above, Fordism was production oriented, whereas post-Fordism was customer oriented. These two different methods did not follow each other but they have completed each other along with the changing requests of the market. One-purpose machines were replaced by multiple functions and programmable machines that had automation. These micro-electronic technologies decreased the time used for production and increased the speed of production and quality of products by flexibility. With multi-functional machines, employees' qualifications have also changed and became multi-functional.

According to Woodward (1965), skilled workers who work within the Fordist system are not direct production workers but rather indirect labor, performing maintenance and engineering functions. In the Post-Fordist system, the production evolves around the efforts of skilled production workers, with semi-skilled and unskilled workers; assisting, carrying out peripheral and mechanical tasks. Fordist plants have more rigid and centralized organizational structure with more formalized definition of duties and responsibilities.

In Post-Fordist enterprises there is non-standardized production and little formal structure on work activities and relations. In Post-Fordist system, work functions cannot be segregated; machines are for general purposes; workers are multi-skilled and able to conceptualize and execute all facets of a job from the beginning to the end; communication is open and the responsibilities for decision taking belong to the workers.

On the other hand, in the Fordist production system, workforce is differentiated into unskilled, semi-skilled workers, supervisors, clerical workers, staff specialists and indirect production workers. However in Post-Fordist system, technology is the determinant factor of the work organizations.

Although the first of the affluent society began to appear, the Great Depression faded into the background and a new level of economic well-being was established following the World War II, something still was wrong regardless of payment levels and security of employment. Hawthorne experiments, carried out by Elton Mayo and his followers (1946) in Western

Electric's plants in Chicago, were the first extensive studies made in industry by social scientists. They insisted on human aspect of workers and this led to rise of the human relations movement. In the post-WWII era, between 1948-1951 Tavistock Institute undertook an intensive research at the London factories of the GLAENAR Metal Company concentrated on group relations at all levels. There was another emerging problem: adjusting people to technology, or technology to people. Then, a socio-technical system whose principles would be used for design was built. This referred to organize the interface so that best match could be obtained between the two. At the end of the '50s Tavistock researchers have finished and remained descriptive studies. Norwegian Industrial Democracy Project was launched in 1961 in order to give a new dimension to socio-technical studies by the questions of value change in the post-industrial society. The project is still under way. The first phase of the research was about detecting workers represented on the board. The result showed that such cases were either very rare or in a symbolic-ceremonial manner. There was no increase in participation, no decrease in alienation, and no increase in productivity.

On the second phase, diffusion process was initiated and the government contributed to the process to spread the industrial democracy. The project was implemented in other Scandinavian countries later on. Yet, authoritarian, larger countries with fragmented cultures failed to develop such work schemes.

From the first industrial revolution to the second, the status of the workers has changed. The worker was no longer embedded in technology, contributing with his energy or his manipulative skill. On the contrary, the worker has begun to handle the information and became the source of information critical for management. This change of position and role converted the worker, in a sense, into a manager. While his prescribed role became minimal because of the program found in the machine, his discretion became more and more important because the performance of the program is dependent to the worker's presence. In today's organization it seems that



managers and the managed are on the same side of the great divide. Role relations in the enterprise change and the cooperation and participation grow. The amount of error, which capital-intensive continuous production plants can tolerate, is smaller compared to the plants based on technology, which are labor-intensive and discontinuous. Expensive worker stoppages, machine breakdowns, labor troubles due to bad internal relations or external pressures are some reasons. Although it seems that machines replace man, these machines do not function by themselves but with the help and supervision of man.

By early 1970s, further changes took place in work and production became large-scale. Industrial work has shifted from material product and specialization of function to symbolic, integrated production. The reason for the big changes was the development of the new technology. In 1970's, there was a hierarchy of controls: supervisors' commands were taken into account. In 1990's, professionalism has broken the strict bureaucracy and white-collar workers had responsibilities and autonomy for fulfilling the required task.

There were centralized work places and economics of scale; there were labor contract, rationalized division of labor, close supervision, hierarchy, bureaucracy and vertical integration in the industrial period. Mechanization, automation, product-based technologies, sequential flow was dominant.

In post-industrial structure, work places are distributed; scale and place are flexible. There are temporary agreements and partial reintegrated labor. Individuals and groups have responsibilities rather than instructions. Organizations are horizontal and the professional is the pivotal element. Technology is communication, information and distribution based (Greenbaum, 1992, p.151).

With the emergence of the new technology, production rate increased. In order to standardize the product, firstly, labor was divided among the employees. Along with the division of labor, different working statuses were born. There was a place for everyone with different background and different level of education. However the quality of this place was always questionable.

Division of labor has resulted in different groups of employees. Many social scientists interested in the nature of work categories together with their effects and results on the people's life.

Durkheim (1833), analyzed the division of labor as a key factor of the society's solidarity. According to him, social order and stability were maintained through mechanical solidarity in less industrialized countries while in industrialized countries, solidarity was of organic nature. However, as technology further improved, jobs and lives of people became more and more complex and social solidarity and morality lost their importance which in conclusion led to anomie. According to Durkheim, the result was the pathologic tendency not the natural conclusion of the industrialized societies.

Goldthorpe (cited in Watson p.176) used below categories, which achieved differentiation in terms of both occupational function and employment status. According to him there were seven classes:

Class I: Higher-grade professionals, administrators, managers, and business people

Class II: Low-grade professionals, administrators and managers, higher-grade technicians, and supervisors of manual employees.

Class III: Routine non-manual, largely clerical, workers; sales personnel and other rank and file service workers.

Class IV: Small proprietors; self-employed artisans and other non-professional own-account workers.

Class V: Lower grade technicians and supervisors of manual workers

Class VI: Skilled manual wage-workers

Class VII: Skilled manual wagedworkers, semi and unskilled workers.

According to Marxist perspective, there is a social division of labor based on allocation and technical division of labor resulting from specialization. Technological innovations change the occupational structure as mentioned in the works of Kerr et al. (1973, p.179):

- Employees working in primary sector decrease while those working in secondary, tertiary sector increase

- Occupational differentiation increases
- Number of skilled employee increases together with the general skill level upgrading
- Proportion of professional, managerial and scientific jobs increases
- Mobility of labor within and between occupations increases and people to be appointed according to their abilities rather than status.

In Marxian approach, there is a two-class model composed of the property owners and proletariat based on production. Weber's theory comprised the markets along with production. According to Weber classes emerged when number of people shared similar life chances, as subjective aspects; but people were located regarding to their status and prestige. Both Marx and Weber saw the conflict and competition between social classes.

1-Property-owning upper class: Marx's bourgeoisie, Upper class

2-Senior managerial, administrative and professional class: Marx's proletariat, middle class

3-Middle management, junior professional and senior technical, etc: Marx's proletariat, middle class

4-Routine clerical, technical, supervisory and service worker class: Marx's proletariat, middle class

5-Manual working class: Marx's proletariat, working class

Poulantzas (1975) examined the occupation as the productive and non-productive labor. Giddens combined Marxian and Weberian point of view and added that in capitalist societies there were:

- An upper class involving the ownership of property in the means of production
- A middle class involving possession of educational or technical qualifications
- A working class involving the possession of manual labor power. (Kerr et.al. 1960, p.200)

Roth and Praefer (1989) identify five types of modern work: slave work, subsistence work, situation-improving work, developmental work and leisure work. In slave work, energy is expended to help achieving objectives

defined by the owner rather than a worker. These workers lack education, training, control of their work and resources for controlling their working life.

As we saw as above, there is lots of categorization related to the division of labor. As the situation and condition of the workers are different from each other in technological and economic levels, division of labor affects differently blue-collar workers, technicians and engineers according to their education, income and social conditions. The technology used in the factory is also significant. It refers to mechanization, manual operations and technical know-how. Technology is determined by scientific process, economic and engineering resources and the nature of the product. Unique, individuated products such as houses, roads, and buildings limit the use of complex machines, increase the manual work and decrease the alienation. However, standardized product results in high mechanization and high level of alienation, such as in washing machine industry because of the assembly line used for mass production. The nature of the product affects the applied technology. In craft technology much work is done by hand. Mechanization and standardization is low. In machine tending technology, workers are supposed to work with machines. In car industry the assembly line technology is required. Industrial chemical industry uses the continuous process production. These technologies will not be explained in details since they are not completely diverse. In fact, there is no homogeneous technology system. Even in the same factory, more than one technology can be used. Assembly line technology as well as machine tending and continuous process can be found at the same time because neither Taylorism, nor Fordism has an end in the production sector together with the division of labor.

### **2.3 Organizational Theories**

As the job satisfaction is strongly related to the organizational structure of the enterprises, it is necessary to summarize the organizational theories.

Following the introduction of division of labor and the new production systems, the organizational structure was also subject to change. A series of

theories have been developed in order to understand the evolution and the structure of the enterprises, in relation with the cultures that they brought about.

History of models and concepts about individual-organization relationship and human behavior in productive organizations is long and complicated but model of man as an “economic animal” and division of labor are have significantly contributed to job design. Based on this approach, organizations were able to use unskilled workforce. During the late 19<sup>th</sup> century new models have been developed based on the mechanistic model of human behavior.

Models of individual-organization relationships are classified into 4 groups:

1- The oldest one is the minimum interaction model under which there is minimal connection between the individual and the organization in terms of skill, training, involvement, in return for maximum flexibility and independence on the part of the organization in using its manpower. This model is the basic for the development of 20<sup>th</sup> century industrial relations practices and for modern personal management.

2- Evolving from the minimum interaction model is the welfare model which attempts to build extra-role and extra-job associations without disturbing job and organization structures.

3- Third model is influenced by Hawthorne studies. It is about the emphasis on leadership and personal relations. The so-called human relation movement developed with the growth of awareness that there are informal leaders and groups and these groups have social standards and norms.

4- Last group derives from the impact of social and behavioral science researches. According to this model, job content is not a significant variable or it is dependent on knowledge.

There are two main axes for the organizational theories. These are: determinist-interpretativist axis and technocratic-critical axis. The determinist approach deals with the scientific and objective methodology in which

organizations can be consensed. Interpretativist approach on the other hand, focuses on human interaction. Technocratic approach analyses the political continuum. Most important determinist approaches are coercion, Taylorism, Leninism, paternalism, human relations and neo-human relations.

Tichy (1983) identifies three traditional ways of studying the organizations, which are technical, cultural and political perspectives. Technical skills are necessary for adequate or superior performance while cultural skills determine the employee's understanding of the management of the operation and to which degree (s) he fits with technical side. Political skills on the other hand, analyze the ability to manipulate others in ways necessary to advance one's own career. Here, competition is the best and conflict is the worst. In order to gain advantages within the organization, people practice political skills rather than their technical and cultural abilities.

Within the organizational theories organizational cultures have complex structures. Hence, most studies explain not the culture of an organization actually is but what it should be. This approach derives from Durkheim's organizational solidarity (1984) and connection between emotional needs of individuals and the organizational needs for integration that Mayo brought about. One of the problems with this cultural approach is the confusion between the reflection and creativity. The question whether these theories are reflecting or creating an organizational culture is an open ended one.

Handy (1985) is the most objective organizational culture scholar. He identifies four cultures within an organization: power, role, task-based and person cultures. In power cultures people radiate power from the center and have trust, not rules for their control over the organization. Role cultures are mainly found in bureaucratic structures. They include rationality, specialization, procedures and rule following. Task cultures are job or project oriented. In these cultures there are flexibility and decentralized control. Person cultures are found in organizations where the individual is the focus. Evolution of these four cultures is related to the interrelationship between history, ownership, size, technology, goals, objectives, environment and people. Handy

argues that the larger an organization, the more routine its environment, more interdependent, more expensive its technology to adopt the organizational culture.

Handy (1985) sees the culture as the cement holding an organization together but Grint (1998) sees culture as an outcome of social interaction:

Culture does not cause people in organizations to act in specific ways; rather culture is generated by certain individuals defining some forms of action as representative of the official organizational culture. (cited in Yanowitch, 1979, p.56)

Power culture exists when the control/power is concentrated in the hands of one person or small elite.

In order to satisfy technological and organizational requirements as well as the social and personal requirements of the workers, some additional studies should be done under the name of job satisfaction.

## **2. 4 Theories of Job Satisfaction**

Taylor (1911) was the first economist to deal with work measurement. According to his theory, atomization and the close control of work were based on worker's motivation, which would be increased by direct rewards on planned tasks. Taylor's theory and concepts were redefined and rearranged by engineers, managers into the schemes by rationalizing the work, creating fortunes for a few and boredom for many. Henry Ford used them in his car assembly lines, which later on became the poster child of alienating fragmented work. In 1943, Maslow's work has tried to explain the motivation of people at work. His theory has never tested but it has been used by behavioral scientists and formed basic ideas of job enrichment by Herzberg and other researchers around 1960. Cognitive Growth School was founded by Maslow and Herzberg. They emphasized man's psychological and growth needs such as knowing more, interaction, creativity, and self-development. Job enrichment has been practiced under the name of feedback, which increases the employee's

achievement and their responsibility for their work. Job enrichment is related to Herzberg (1959). It is needed because of the difference between the effect on the individual of the content of his actual job and of aspects of the context in which the job is performed. Job enrichment pushes person's qualifications, tries to develop person's participation, qualifications, and extends the responsibility of the individual. However, job enlargement refers to describe changes, which increase the variety of tasks to be done by the individual without requiring the exercise of any great level of skill or responsibility. Job rotation is a special form of job enlargement under which work hours vary from few hours to several weeks. It is impossible to find tailor-made solutions. Hence, people have different needs and expectations, which vary for each of them at different period, as complex being.

Concepts and definitions used by social scientists for over 25 years were drawn in 1964 by Vroom in his study **Work and Motivation**. He argued that job satisfaction and job attitudes were terms that could be used interchangeably, both referred to 'affective orientations on the part of individuals toward work roles which they are presently occupying'. He described a satisfying work role together with the work which provides high pay, substantial promotional opportunities, considerate and participative supervision, an opportunity to interact with one's colleagues, varied duties and a high degree of control over work methods and work place.

Meanwhile, a new approach was developing starting from around 1950 onwards with the introduction of theories of socio-technical systems and job design by the Tavistock Institute in London, by Louis E.Davis and his colleagues in the United States. Their major aim was to construct a balance and a relationship between people and technology. They have put stress on autonomous groups, working together to complete their task, rather than being directed, controlled by a supervisor. The research in this area has continued in Norway. Eric Trist was the one who has described the development of the socio-technical theories up to late 1960's.



Parallel works studying the relationship between technology, organization and personal needs were published in the U.S. from about 1955. Davis has defined this new design as the 'specification of the contents, methods and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder.'

This section aims to give a broad outline of the main developments in job satisfaction theories over the last 40 years, by concentrating on the basic ones, which deal with making work more satisfactory for the majority of people.

According to Taylor main problem of the managers is to obtain the initiative of every worker, by giving some special incentive such as giving the hope of rapid promotions or advancement, higher wages, rewards or by constructing better working conditions. This is the best type of management in which worker gives his best initiative and in return receives some special incentive from his manager. This type is called 'the management of initiative and incentive in contradiction to scientific management or task management. In the old type management, success of worker depended on getting the initiative, which was nearly impossible.

Working faster than another workman was not possible under any conditions but through enforced standardization of methods, enforced adaptation of the implements and work conditions and enforced cooperation. The extra pay was an important factor for this enforced labor. However, this is an old method and new management strategies were introduced to overcome this problem of productivity in shorter time span. Tools were remodeled, mental attitude of all men toward their work and their employers have changed. Taylor constituted a model, which has resulted in the quickest and the best work with fewer workers than before. According to him, scientific management has enabled workers to do a much higher, more interesting and more developing, profitable kind of work than before. However, this development cannot solve the feeling, the reality of being 'enforced'.

Everything is thought, planned by engineers, managers and no initiative is given to workers but just mere application of what they are told and trained for. Taylor argues that some mechanism can produce finest results as well as failure and disaster regarding its applicants' spirit, regarding the managers and scientists. However, this management spirit is not defined nor why and how it can come into being. Scientific management chain is as follows: better quality of working life means better jobs, better jobs mean greater job satisfaction, that great job satisfaction means better job performance and that better job performance improves functions of the organization. However, this chain is weak. Hence, the human factor is not given a lot of importance but it is seen as a detail. All these chains' factors are systems created by system and industrial engineers.

Eric Trist (1971) raises the question: What is the science of management and he argues that while philosophically there are many ambiguous answers while historically speaking, the reply is singular and clear. Scientific management refers to the movement concerned with work measurement, developed by Taylor at the end of the first century of the first industrial revolution and became the main context of production and engineering. Then second industrial revolution has begun with the progress in information technology. Through this second revolution, the world has become more complex, fast changing, interdependent yet uncertain. Although advanced science based industries have decentralized their operations, de-bureaucratized their organizations by developing the participatory democracy, classic approach identified by Taylorism has remained as the prevailing value of contemporary industry. However, alienation and poor performance could not have been avoided. Hence, these changes brought more productivity at less cost in the short run within the enterprise but in the longer run, more alienation was generated. These negative conditions were masked in the classic forms of industrial struggle for some time, as organized labor sought better conditions (more pay, shorter hours) for the mass of semi and unskilled workers. 'After a

period of resistance unions began to learn how to use work-study as a bargaining method in their own interest’.

Job design studies take technology as a variable and as a consequence, are in the interaction between personal, social, organization needs. Job design studies can be classified into two groups, both based on field experiments: those carried out in the U.S. under the name of “job design” and those in England under the name of “socio-technical system studies”. The former seek the manipulation, the configuration of technology and determine the possible variations while the latter deal with jobs and organization from the social psychology aspect and seek the configuration of tasks to permit the development of social structure.

These studies also demonstrate the positive effects on total performance of job and organization designs, which result in autonomous job behavior. There are various definitions of job satisfaction. Balzer (1990) defined job satisfaction as how people feel about their jobs and different aspects of their jobs. Spector (1997) has suggested that job satisfaction is the extent to which people like-satisfied- or dislike-dissatisfied- their job. Job satisfaction has been defined as positive emotional state resulting from the appraisal of one’s job situation. Acker G.M. (1999) argued that job satisfaction is linked with the characteristics and demands of one’s work

Overall job satisfaction refers to the evaluation of the job as a whole, while ‘facet-specific’ satisfaction relate to job components, such as satisfaction achieved through financial rewards, resources to get the job done, interest, challenge, autonomy, relation with co-workers; and comfort factors, such as hours, travel time, and physical surroundings. Although numerous measures of satisfaction have been utilized, the job satisfaction is often based on multiple-item scales. However, the understanding of trends over time is dependent on the repeated inclusion of the individual items in large-scale surveys of national representative sample.

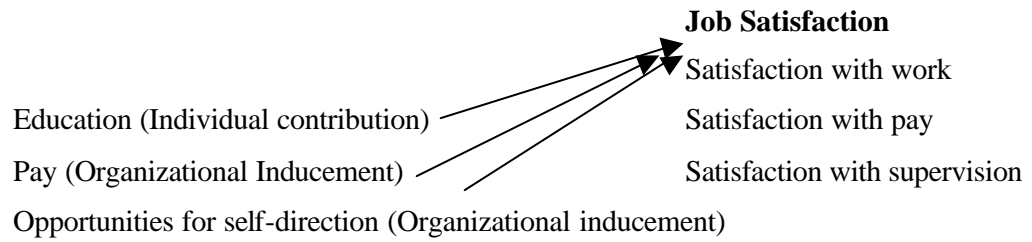
On the whole, job satisfaction is the individual’s evaluative reaction to the job within the evaluative reactions to specific job facets. It was defined by

many researchers such as Ewen (1967), Locke (1969; 1976), Evans (1969), Wanous and Lawler (1972), and Quinn and Mangione (1973).

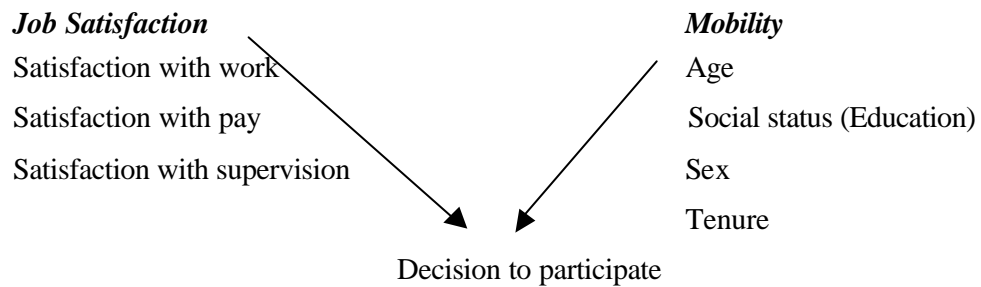
According to Smith, Kendall and Hulin's work on Job Description Index (1969) job satisfaction can be measured by précising the pay level, relations with coworkers, promotions opportunities, level of supervision and the nature of the work. These facets are used also in this research but in different ways, according to Locke's arguments.

Likert (1965) argued that job satisfaction is an intervening variable, which affects the 'end results' among which is 'turnover'. Lawler (1971) also suggested that present satisfaction influences future absenteeism and turnover. Taylor and Weiss (1972) found that job satisfaction is most predictor of termination. According to their research, majority of satisfaction areas where job leavers and stayers varied is intrinsic to the work itself, such as satisfaction with ability utilization, achievement, responsibility, independence, variety, and authority). According to Vroom (1964) turnover depends on the satisfaction and attraction of the individual to the job and forces pulling the individual away from the job.

There exists no coherent theory on job satisfaction in the literature but there are number of schools which concentrate on a different component of the job satisfaction. One school represented by Herzberg (1959), Paul and Robertson (1970) focuses on psychological needs in work, and particularly those factors, which lead to positive work attitudes and work motivation. Another school represented by Lupton, Gowler (1969) concentrate on work controls and effort reward bargain. Third school, Goudner (1954), Crozier (1964), and others look at social values and the creation of industrial structures that provide opportunities for joint management worker participation in decision making. A fourth school, Davis (1966), Lawler (1971), Cooper(1973) and others suggest that task structure is the most important element in job satisfaction and concentrate on job design.



**Figure 2.4.1 Main Factors of Job Satisfaction**



**Figure 2.4.2 Factors of Participation**

(Source: Seybolt, 1975, p.26-27)

Job satisfaction theories can be divided mainly into four parts: Psychological Approach, Cognitive Approaches, Managerial Approach and Reinforcement & Social Learning Approach. Central approaches are reward system, social influences, careers opportunities, employment absenteeism and turnover, managing performance, job design and quality of work (Table 2.4.1).

**Table 2.4.1 Managerial Approaches to Job Satisfaction**

<b>Traditional Model</b>	<b>Human Relations Model</b>	<b>Human Resources Model</b>
<b><i>Assumptions</i></b>	<b><i>Assumptions</i></b>	<b><i>Assumptions</i></b>
1 Work is inherently distasteful to most people	1 People want to feel useful and important	1 Work is not inherently distasteful. People want to contribute to meaningful goals which they have helped establish
2 What they do is less important than what they earn for it	2 People desire to belong and to be recognized as individuals	2 Most people can exercise far more creative, responsible self-direction and self-control than their present jobs demand
3 Few want or can handle work which requires creativity, self-direction, or self control	3 These needs are more important than money in motivating people to work	
<b><i>Policies</i></b>	<b><i>Policies</i></b>	<b><i>Policies</i></b>
1 The manager's basic task is to closely supervise and control subordinates.	1 The manager's basic task is to make each worker feel useful and important	1 The manager's basic task is to make use of "untapped" human resources
2 (s) he must break tasks down into simple, repetitive, easily learned operations	2 (s) he should keep subordinates informed and listen to their objections to his-her plans	2 (s) he must create an environment in which all members may contribute to the limits of their ability
3 (s) he must establish detailed work routines and procedures, and enforce these firmly but fairly	3 The manager should allow subordinates to exercise some self-direction and self-control on routine matters	3 (s) he must encourage full participation on important matters, continually broadening subordinate self-direction and control
<b><i>Expectations</i></b>	<b><i>Expectations</i></b>	<b><i>Expectations</i></b>
1 People can tolerate work if the pay is decent and the boss is fair	1 Sharing information with subordinates and involving them in routine decisions will satisfy their basic needs to belong and to feel important	1 Expanding subordinate influence, self-direction, and self-control will lead to direct improvements in operating efficiency
2 If tasks are simple enough and people are closely controlled, they will produce up to standard	2 Satisfying these needs will improve morale and reduce resistance to formal authority-subordinates will "willingly cooperate"	2 Work satisfactions may improve as a "by-product" of subordinates making full use of their resources.

(Source: Miles, R.E., Porter, L.W., Craft, J.A. Leadership attitudes among public health officials. *American Journal of Public Health*, 1966, 56, 1990-2005):

Variables, which affect the job satisfaction in organizations, can be mentioned as follows (Porter, L.W., Miles, R.E., 1974).

Individual Characteristics:

1. Interests
2. Attitudes toward self, job, work situation
3. Needs such as security, social, achievement

Job Characteristics:

Such as intrinsic rewards, degree of autonomy, feedback, variety in tasks

Work environment characteristics:

1. Immediate work environment: peers and supervisors
2. Organizational actions: reward practices, system wide rewards, individual rewards, organizational climate

Job satisfaction is the pivotal part of the Motivation. Therefore, theories of motivation can also be read as job satisfaction theories. Hence, the relationship of motivation and job satisfaction is some sort of a chicken and egg connection. Motivation and job satisfaction cannot be separated from each other: one employee cannot be motivated without being satisfied from his/her job and if an employee has job satisfaction, this means that (s) he is also motivated toward his/her work.

There are many theoretical approaches to the job satisfaction. Better known are Maslow's hierarchy of needs, two-factor theory of Herzberg (1966), expectancy theory of Vroom (1964), and inequity theory of Jacques and Adams (1961, 1965).

Theories of job satisfaction are divided into two parts: Substantive or Content Theories and Mechanical or Process Theories.

### **2.4.1 Major Content Theories of Motivation:**

They attempt to specify the particular needs that must be satisfied or the values that must be attained for an individual to be satisfied with his job. These are Maslow's Hierarchy of Needs and Herzberg's Motivator-Hygiene Theory.

#### **2.4.1.1 Maslow's Hierarchy of Needs**

According to Maslow (1970), man has five basic categories of needs:

1-Psychological needs

2-security needs (retirement, life insurance)

3-Love needs (social relationships, sociability)

4-Respect needs

4.1-Self-respect (independency, power)

4.2-Gain the respect (status, likeliness)

5-Self improvement (self-realizing, development of one's abilities, potential power)

According to Maslow, once a person gets satisfied in one step of this hierarchy of needs, (s) he jumps into the next one. Then, the old need loses its importance compared to the new one since it is satisfied. People in this stairway try to satisfy their needs. If all needs such as food, safety, love, esteem are unsatisfied, organism is dominated by psychological needs. And when all these needs are satisfied higher needs emerge and dominate the organism and so on. According to Maslow, gratification becomes as important concept as deprivation in motivation theory. The organism is dominated by unsatisfied needs. Maslow in his time thought that in the U.S. the adults did not have safety problem but neurotic or near-neurotic individuals and people with economic and social underdogs. However, it cannot be denied that after September 11, people in the U.S. have very serious safety problem likewise those living in Turkey or Argentina while for the latter, the sources of neurotic behavior is rather economic and social.

However there is no scientific proof for these hierarchical needs and how they should be classified or how needs of different nature could be in the same



level. 'Satisfied need is not a motivator' Maslow (1954). Human needs have to be satisfied continually and repeatedly and there is no possibility of satisfied needs in a fixed hierarchical order. However, it is difficult to understand how and according to which parameters Maslow has classified needs. Maslow's table underestimates the needs of people and it simplifies by grouping them down to five classes. According to this hierarchy of needs, dissatisfaction toward a need or an obsession cannot be explained. Maslow's system does not take into consideration the social economic living conditions, which are in reality sources of the needs.

Clayton Alderfer (1969) has proposed Existence-Relatedness-Growth theory. He classified needs into three parts:

- Existence needs: Psychological and safety needs
- Relatedness needs: Needs for meaningful social and interpersonal relationship
- Growth needs: Needs for self-esteem and self-actualization

Alderfer and Maslow's theories are similar but Maslow argued that in the hierarchy of needs progression from one level to the next was based on the satisfaction of the lower-order needs and Alderfer (1969) concerned that one person can be redirected to his lower-order needs when his higher-needs are continually frustrated. In addition to this there is Murray's (1938) manifest needs theory. His needs have 47 items and each need has qualitative (directional) and quantitative (energetic) component.

When worker becomes familiar with the negative task, his\her activation level declines. Quality and quantity of the performance may be restored by behavioral approaches. One of them is the Herzberg's two-factor theory, which purposes that the primary determinants of employee satisfaction are factors intrinsic to the work that is done. These factors are called motivators because employees are motivated to obtain more of them. Dissatisfaction, on the other hand, is seen as being caused by hygiene factors that are extrinsic to the work. Herzberg's theory specifies that a job will enhance work motivation only to the degree that motivators are designed into the work

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

Herzberg, Mausner, Petersen and Capwell stated that job factors could be classified according to whether the factors contribute to satisfaction or to dissatisfaction (1957). According to theory, satisfaction and dissatisfaction do not exist on a continuum running from satisfaction through neutral to dissatisfaction, but there are two independent continua exist, one running from satisfied to neutral, and another running from dissatisfied to neutral. Different job facets influence feelings of satisfaction and dissatisfaction. There are two factors, which influence the satisfaction level of the employee: Extrinsic and Intrinsic factors. Extrinsic ones are pay, or salary increase, technical supervision, or having a competent superior, the human relations quality of supervision, company policy and administration, working conditions or physical surrounding, job security. Intrinsic are the achievement, or completing an important task successfully, recognition or being singled out for praise, responsibility for one's own or other's work, advancement, or changing status through promotion. According to Herzberg's theory, a person can be satisfied and dissatisfied at the same time. Good working conditions do not affect the satisfaction level but the amount of dissatisfaction Herzberg (1959), argued that only motivators or the intrinsic features of work, inherent in work experience, generate job satisfaction. The motivators include achievement, recognition, the work itself, responsibility and advancement. According to Herzberg, extrinsic features, or hygiene, relating to salary, supervision, interpersonal relations and working conditions will produce dissatisfaction when they are deficient, but will not generate satisfaction when they are adequate. Problems with hygiene factors (dissatisfiers) do hinder employees from being aware of the motivators. Only after solving or at least reducing the effects of their problems with dissatisfiers can they turn their attention to motivators?

Theory does not clarify the differences between the satisfaction and dissatisfaction, whether they are two diverse, separate dimensions. These two factors, which have been listed, conclude differently from population to

population, once they contribute to dissatisfaction, it does not mean that in other conditions they contribute to satisfaction. These findings raise questions about the theory without harming its core concept, which is that satisfaction and dissatisfaction are on different continua. Level of satisfaction cannot be predicted with the only motivator or hygiene. Also there is no possibility that a person gets equal satisfaction from all aspects of his/her jobs. Theory argues that these two factors have very different consequences for overall job satisfaction.

Herzberg was criticized because of his Motivation-Hygiene theory, because of his generalization (he argued that every worker seeks for an intrinsically satisfying work). Herzberg is also technocratic, mildly deterministic in the neo human relations school.

Goldthorpe and his research team have emphasized the importance of the expectations on performance. This influence also has been the subject of work by Lawler and others in the U.S. They argue that workers will only try to perform well if they think their efforts will achieve a goal, which they value.

Herzberg's theory, as well as Maslow's, focuses on needs as factors affecting the human behavior.

In order to find the limitations of the Herzberg approach to orthodox job enrichment, some researchers have begun to work on relationship between the job characteristics and employees' motivation-satisfaction. Turner and Lawrence identified the components of motivation and satisfaction as variety, autonomy, required interaction, optional interaction, knowledge and skill, responsibility and they constructed the Requisite Task Attribution (RTA), an index to measure these job characteristics. The first study indicated some variables such as socio-cultural background of employees, which effect the satisfaction, and attendance of the employees.

#### **2.4.1.3 Fulfillment Theory**

According to Schaffer (1953), job satisfaction level varies according to needs of a person. Vroom sees the job satisfaction as a degree to which a job

provides the person with positively valued outcomes. If a person satisfies with an object, it means that the object has positive valance for him. According to Vroom, satisfaction is related to possession. In order to measure the satisfaction, received outcomes and given facets are the quantities of search. However, individual differences about the received outcomes are not taken into consideration. Morse, (1953) argues about the environmental return about this point of view. Outcomes and facets are not independent from the environmental conditions. If an environment is a need-fulfilling, a person would be satisfied. However, if an environment provides a little possibility for need satisfaction, the person with the strongest desires or highest aspirations would be unhappy.

#### **2.4.2 Major Process Theory of Job Satisfaction**

They are about the interaction and influence of the variables to generate certain kinds of behavior.

##### **2.4.2.1 Expectancy (Instrumentality-Valance) Theory**

It is the dominant paradigm for research on work related motivation. It requires the following: the set of action alternatives, the set of outcomes, the valance, reflects the attractiveness or utility of attaining the outcome and the instrumentality. Vroom has presented this theory with the basic variables: Expectancies, valances, choices, outcomes, and instrumentalities. Expectancy is a belief, which concerns the particular act following by a particular outcome. It is based on individual perception and personal behavior not the objective reality. It is also referred to subjective probability. Valance is the strength of an individual's preference for a particular outcome; it refers to perceived or expected value of an outcome, not to its real or eventual value. These two variables unify with the achieved outcomes which precise their instrumentality by their valance value.

#### **2.4.2.2 Equity Theory**

It is primarily a motivation theory but there are important points about satisfaction and dissatisfaction. According to Adams (1963, 1965) satisfaction is determined by the perceived impute-outcome balance of a person. Over-reward can lead to dissatisfaction as well as under-reward. Hence, over-reward leads to feeling of guilt, while under-reward leads to feeling of unfair treatment

In this theory, human behaviors are seen as purchase. An employee's education level, experience, skill, effort, responsibility, age, etc. are the contributions of this person. In return, payment, good working conditions, work insurance, promotion, status, etc, are the rewards for the workers.

Employee makes a comparison between his own contribution and rewards with those of another. If the rates of reward/contribution are low than others and are not equal, if the inequality continues to increase, employee would try to increase his rewards. If this is not possible, he decreases his contribution, i.e. he decreases his performance. In case this rate is higher than another's rate, feeling of guilt emerges. Employee tries to increase his contribution, i.e. help others. Then, (s) he does not recognize the inequality. It means that in the case of high reward/contribution rates inequality threshold is higher.

Herzberg (1959) theory is not applicable to manual workers in Turkey and may result in theoretical and methodological problems. Expectancy theory was rejected because of methodological problems connected with its administration both on statistical grounds and as a research instrument. Inequity theory is lack of clarity in qualitative and intrinsic aspects of a job and in the relation of latter and extrinsic aspects. After all, theorists who have been working on this subject have a tendency to erect a large number of initial, untested propositions concerning worker orientation and behavior and as a consequence complex measurement methods are required. In return, problems of analysis and inconclusive results occur. Ideal type of research could be the Occam approach, which makes the minimum of assumptions about workers, needs, expectations or rewards from work. Hence to let worker free for

recognizing his-her wants in relation to employment may increase the research validity, by not orienting his-her. In this manner, they can form an assessment of their current firm in relation to those wants. The technology and the products change according to firm size. This also affects the worker's physical conditions. But one point is important: "Does the technology determine of the work and organizational structure?"

#### **2.4.2.3 Discrepancy Theory**

According to this theory, differences between received actual outcomes and some other outcome levels determine the satisfaction. All received outcomes should be compared. When received outcome is below the other outcome level, dissatisfaction comes up. Katzell (1961) and Locke (1968) have presented two most developed discrepancy theories. According to Katzell, satisfaction is the differences between an actual amount and some desired amount. Locke argues that perceived discrepancy is important, not the actual discrepancy and that satisfaction is determined by the simple difference between what a person wants and what he/she receives/perceives. Porter sees satisfaction in the light of this theory as influenced not by how much a person wants but by how much he feels he should receive. The literature on job satisfaction contains three different discrepancy approaches: one looks at what people want, second what people feel they should receive and what people expect to receive.

Unfortunately the satisfaction of the employees is studied to increase productivity and efficiency but not for humanistic reasons. Researchers such as Shaffer (1953), Katzell, Barrett and Parker (1961) have argued that by studying the relationship between job satisfaction and job performance of industrial workers (dependent variables), independent and moderating variables such as motivation, expectation, aspiration, rewards should not be forgotten either. Graen, Dawis, and Weiss (1968) have suggested that individual differences are very significant in terms of determining the job satisfaction. They used the

need- fulfillment model arguing that job satisfaction is a function of the degree to which needs are met/fulfilled. According to the theory, two people working on the same tasks, with same degree, level of authorities, have different level of job satisfaction. Satisfaction affects turnover, an indicator of the decision not to participate in the organization.

Hackman and Lawler (1971) studies provide an important background for the Hackman-Oldham model (1975), which has emerged in recent years as the most widely accepted job characteristic approach to job design measurement and application derived the six job attributes: variety, autonomy, task identity, feedback, dealing with others and friendship opportunities. They found that when employee perceives these attributes in their jobs, they become more satisfied and they show more performance and their attendance increases. Additionally, if they have strong needs for growth, they respond more favorably to jobs high in the attributes.

Job satisfaction is hypothesized to be composed of two variables: general job satisfaction and growth satisfaction. The former is an overall measure of how satisfied and happy the individual is with the job. Growth satisfaction relates to the opportunity for personal learning, growth and development on the job and is deemed by Hackman and Oldham to be the most important job related measure of satisfaction.

JCM (Job Characteristics Model) has been developed by Hackman and Oldham (1975) and became an important contribution to the area of job redesign. It facilitates to summarize and integrate a large amount of previous research and thought by specifying the main features of jobs, which affect their incumbents' attitudes and behavior. More fundamentally, it offers specific and testable propositions concerning the causal links among the variables of interests, thus providing an extremely useful springboard for research.

The JCM examines individual responses to jobs as a function of job characteristics moderated by individual characteristics. In other words, the interaction of job and individual characteristics determines job responses. The

model states that task characteristics-job response relations are moderated mainly by the job incumbent's needs.

There are mainly three stages in the job Characteristics Model. More specifically, the model identifies five core job dimensions that lead to specific psychological states, which in turn are hypothesized to be related to personal and work outcomes. This process may be moderated by factors that determine individual differences in how an employee reacts to a work situation. The employees' individual differences are accounted for in the model by knowledge and skill, growth need strength, and context satisfaction which moderate these relationships both at the link between the core job dimensions and the psychological states, and between these states and the outcomes.

In this model, critical psychological states are defined. JCM is designed for managers in order to increase the work efficiency and productivity. However, at the same time, if psychological states could be established in organizations, alienation could be resolved.

Job dimensions are very effective on job satisfaction. Hence, they include skill variety, task identity (fulfill a job from beginning to end), task significance (degree to which the job has an important impact on lives and activeness), autonomy (degree to which the job offers freedom, independence), feedback from the job (degree to which carrying out work activities result in the individual obtaining direct and clear information about the effectiveness of his-her performance).

There are other job dimensions which will be included such as feedback from agents, clear information about his-her performance from supervisors or from co-workers and dealing with others, which is the degree to which the job requires the employee to work closely with other people in carrying out the work activities.

## **2.5 Locke's Job Satisfaction Model**

Locke was the one among many researchers who has defined job satisfaction as the individual's evaluative reaction to the job within the



evaluative reactions to specific job facets. He states, “Overall job satisfaction is the sum of the evaluations of the discriminable elements of which the job is composed” (Locke, 1969, p.330)

Locke (1976) has identified job satisfaction as a ‘pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences’ (cited in Claire M.Mason, Mark A.Griffin, 2002, pp.1300). There are important points in this definition: an emotional state implied that there is an effective component to the job satisfaction construct; an appraisal process implied that there is a cognitive or evaluative component to the job satisfaction. Construct, and restriction the focus of the construct to the job and job experiences, differentiation of the job satisfaction domain from other forms of satisfaction. As a result, one may argue that Locke’s definition consists of three elements: affective, cognitive and job-focused. He has argued that morale tends to be future oriented and is dependent on a sense of common purpose and goals, whereas job satisfaction tends to be based on an individual’s appraisal of his-her job situation in the past and present.

Locke argues that productivity and satisfaction improve when goal setting and job enrichment are combined. However, the key points are feedbacks and eliminations of unnecessary tasks or of more efficient use of manpower as sub-motivator. According to Locke, goal setting is not unique but very important element of job satisfaction. Hence “rational human action is goal directed”. Needs and values of employees together with the knowledge and premises, determine the human goals. Goal setting is most useful motivational approach in managerial context since goals are the most immediate regulators of human action and are more easily modified than values of sub-conscious premises.

Work’s centrality in the lives of most adults, its contribution to identity and self-esteem, and its utility in bringing order and meaning to life. Work offers economic self-sufficiency, status, family stability, and an opportunity to interact with others in one of the most basic activities of society. Consequently, if the opportunity to work is absent or if the

nature of work is dissatisfying –or worse-, severe repercussions are likely to be experienced in other parts of the social system. And significant numbers of American workers are dissatisfied with their quality of working life. Dull, repetitive, seemingly meaningless tasks, offering little challenge or autonomy, are causing discontent among workers at all occupational levels (cited in the report of U.S.Department of Health, Education and Welfare, 1973)

Work centrality is another concept that needs to be discussed in order to understand the worker's attitudes toward their job. Centrality refers to the degree of the worker's psychological involvement in, and commitment to, work. According to Locke (1976) "A person who is involved in his job is one who takes it seriously, for whom important values are at stake in the job, whose moods and feelings are significantly affected by his job experiences and who is mentally preoccupied with his job". Lawler defines the job involvement as 'the degree to which the job situation is central to the person and his identity.' As it is the proof of how job is a meaningful and important sphere of activity and centrality is related to job satisfaction.

Locke was interested in the relationship between the conscious goals or intentions and task performance. According to his theory a person's goals mediate how performance and job satisfaction are affected by monetary incentives, time limits, knowledge of results (feedback), participation in decision-making and competition. Employees' goals, which are assigned by the firm, have an effect on behavior only to the degree that they are consciously accepted by the employees. Thus Locke states:

It is not enough to know that an order or request was made; one has to know whether or not the individual heard it and understood it, how he appraised it, and what he decided to do about it before its effects on his behavior can be predicted and explained. (Locke, 1968, 157-189, p.174)

Locke (1976) summarized current knowledge of the determinants of satisfaction, including attributes of the work itself (opportunity to use abilities, creativity, variety, autonomy) attributes of the self, such as self-esteem, pay,

promotion opportunities, supervisor's behavior, characteristics of the company and its management. He also focused on the importance of individual differences in moderating the effects of these works' features on satisfaction. He could not find a casual relationship between the productivity and satisfaction. He concluded that both are seen as the outcome of the interaction or the degree of fit between the employee and the job. The so-called fit hypothesis places major emphasis on the compatibility of external work features and the internal attributes that the individual brings to the work situation. These internal attributes include social characteristics such as education, age, values such as reward values, needs such as safety, affiliation, etc. Whereas Herzberg (1966) and others have argued that objective features of the work environment determine satisfaction levels and affect workers similarly, other researchers stress the differences between workers in what is sought from the job and the overriding importance of these variations in influencing satisfaction and dissatisfaction (Locke 1976). When there is no fit between individual and his/her job, social environment becomes more important.

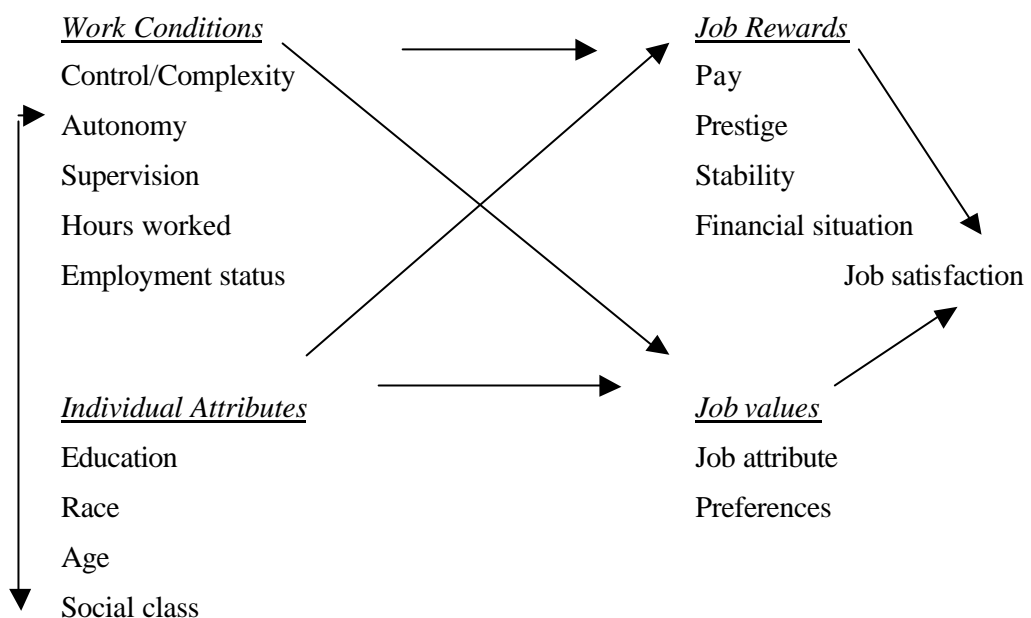
According to his theory, the job satisfaction is dependent to job components and comfort factor. Job components include reward, interest, challenge, autonomy, and relations with co-workers, use abilities, creativity, variety, self-esteem, pay, promotion and supervision. Working and travel time, physical surroundings, enterprise and its administration, fit between employee and work and expectations create the comfort in the workplace, which generate the job satisfaction. However Locke does not build a relationship between the demographic, employment status and the size of the enterprises while he searches for the level of the job satisfaction. In order to have a whole picture, these three dimensions are also to be analyzed.

### **2.5.1 Reward**

Except Locke, there are other researches that interested in reward effect in to the job satisfaction level of the employees. One of them is Dubin. Dubin (1958) has examined the relationship of rewards and satisfaction and job levels

in terms of ‘central life interest’. He differentiates between satisfaction in work and satisfaction with work. According to his research, three out of four industrial workers in manual work have argued that their central life interests were outside of their work general satisfaction and manual, low skilled workers find, seek satisfaction in work less than do those in managerial, professional or highly skilled work. This is not meant that they are not satisfied with their job. However, they can be satisfied with their job by achieving little or no intrinsic job satisfaction. One can argue that they do not seek, expect or neither are they interested in such satisfaction.

Kalleberg (1977) defines job values as ‘the conceptions of what is desirable that individuals hold with respect to their work activity’. Job values give the meaning to the work. Job rewards vary from company to company, from pay, promotion to the security and bonus. It is very important effect, may be more important than work itself. Work conditions are the job characteristics, occupational and industrial structural factors.



**Figure 2.5.1 A Conceptual Model of Job Satisfaction Process**

### **2.5.2 Autonomy, Variety and Creativity**

There is a strong relation between the task variety and work satisfaction among the manual workers. The Quality of Employment Survey of 1972-7 (cited in Seybolt, p.147) found that professional and managerial workers were more satisfied than were clerical workers who in turn were more satisfied than manual workers. According to Parners (1970) professional and managerial workers are the most highly satisfied workers, followed by clerical and service workers who fell into a middle category of satisfaction. The least satisfied workers, according to Parners, are the operative or manual workers.

In 1979, Locke together with Schweiger suggested that a key dimension of participation was decision-making. Decision-making process consists of five stages: identifying problems and issues, generating alternative solutions to the problems, selecting a specific solution, planning the implementation of the selected solution and evaluating the results of the implementation. Dimensions of participative decision-making are rationale, structure, form, issues, decision processes, and degree of involvement. In rationality, there are humanistic as well as democratic aspects. People have the right to participate to the decisions that affect them. It increases efficiency, productivity and human relations. In terms of structure there are formal and informal decision-making. Regarding to its form there are direct and indirect, i.e. through representatives, decision-making. Its issues are mainly about work and task design, working conditions, strategy issues, capital distributions and involvement issues. There are five different degrees: no advance information concerning a decision is given to employees, employees are given advance information, employees are allowed to provide their opinion about the decision, employees' opinions are taken into consideration in making the decision, employees can veto a decision and the decision is completely in the hands of employees. French, Israel, Asa Miller and Monge (1986) show that there is a strong relationship between the degree of participation and work satisfaction. Employees are satisfied when they obtain what they desire from the work environment. Participation in decision-making allows them the opportunity to influence decisions and their outcomes.

Degree of valuation of outcomes determines the work satisfaction. Locke and Schweiger (1979) argued that 'in many cases an employee may participate in discussions but have little influence over the final decision.' (Locke and Schweiger, p. 277, 1979)

Lawrence and Smith (1955) investigated the effects of employee participation in decision making and goal setting. They have found that employees were equally satisfied when they participated and had goals but production increased much more in the goal setting condition than in the non-goal condition.

Dissatisfaction problems are tried to be solved through the workers' participation in management with the hope of improving the quality of working life. And greater participation is desirable:

- \*As a means of promoting the satisfaction and personal development of the individual worker,

- \*On the ground that workers should have a greater say in decision-making at work, as a means of extending democracy from the political to the industrial relations,

- \*As a means of improving industrial relations,

- \*As a means of increasing efficiency.

The forms of participation, in what type of decision and in what level have to be cleared. There are two main approaches to participation: power-centered participation aims to extend the bargaining power of workers within the enterprise by changing the fundamental authority relationship in industry. Task-centered participation refers to the increase of the job satisfaction, productivity and improvement industrial relations. Task-centered approach's two main theoretical bases to increase the job satisfaction are: the development of ideas of job enrichment by Herzberg (1966) together with the work on human needs by Maslow (1970).

Enterprises try to improve participation in decision-making if they want workers who have sense of control over the production processes and sense of participation in the running of the firm. Participation increases also the level of

the responsibilities. Responsibility is the autonomy, which is the degree to which the job gives the worker freedom, independence and discretion in scheduling the work and determining how he will carry it out.

Separately, there are four job dimensions, which influence job satisfaction, performance and motivation: variety, discretion, contribution and goal characteristics. Variety refers to differentiation in work place together with physical location, work operation and interaction. Variety has two forms: In spatial environment and temporal environment. Spatial variety is the variety of operations performed, their cycle times and the number of people. Temporal variety is the change in the type of work such as job rotation. However, variety is not enough or real key in order to obtain the job satisfaction and good job performance. Hence, it makes job more tolerable rather than attractive and it is used mainly in routine, repetitive type of work for reducing the boredom. Discretion is being free to exercise choices. It has 2 forms: Means discretion, which is the choice of the means and tools, and skill discretion, that is the choice of the technology of work. Actually discretion refers to craftsmanship, which gives the freedom to determinate techniques of work, to choose the tools. However, it is very different from the craftsmanship tradition. Hence, in craftsmanship the initiative is in the hand and mind of the craftsman from the very beginning of the work. In Fordist production style the 'freedom' is given to employees by employers, supervisors and engineers under the name of discretion. In semi-skilled works, means and skills are separated because of the routine nature of work. In the means discretion, employee decides the methods and choices by accepting or rejecting the quality of raw materials and outside services. This form of discretion refers to autonomy and responsibility. It is given to the qualified blue-collar workers, who are technicians. Skill discretion is the key characteristic of skilled work. When an employee faces with a problem, (s)he solves it by him/herself. This discretion gives the feeling of achievement and results in successful performance. Engineers work according to the skill discretion. Goal characteristics refer to extrinsic motivation, that is, people work in order to gain something external to task itself such as food,

money, promotion, and love. Contribution refers to organizational jobs. For instance, press operator in a car factory has a job, which contributes centrally to the total configuration of the product whereas the assembler has a job, which contributes only peripherally. This distinction between two workers has very significant effects because the contribution adds meaning to one's job. Maximum motivation can be obtained only if these four factors are fulfilled through the job.

Researches of Locke indicate that performance improve under the following conditions: by the establishment of specific goals instead of vague and floating goals, by the "do your best" type of goals and by the hard to achieve goals rather than easier to reach goals. In essence, it is indicated that there is a curvilinear relationship between performance and goal setting. Individual attributes the amount and nature of feedback, intrinsic and extrinsic rewards are the moderators of performance as well as job satisfaction.

Locke has proposed goal setting model of task motivation whose basic promise is that an individual's conscious intentions or goals are the primary determinants of task motivation. His theory posits that hard goals result in greater effort than easy goals and that specific goals result in higher effort than no goals or more generalized goals.

Latham and Yukl (1975) tested Locke's propositions and they concluded that if specific goals for employees are settled effectively, their performances improve. Additionally, they found that hard goals lead to increased effort when those difficult goals were accepted by employees.

### **2.5.3 Interest and Self-Esteem**

The question: 'On the whole, would you say that you are satisfied or dissatisfied with the work you do?' is not a better way to measure the job satisfaction. Hence, it includes the uncertain items. If workers report that they are satisfied with totally boring jobs, it may only mean that their self-respect and self-esteem force them to answer in this way. Work may be so central to



life and it may be a part of the personal identity and the gender role. As a result, to report that one's job is unsatisfactory is almost to admit failure in life itself.

The industrial workers' world is one in which work and the workplace are not central life interests for a vast majority. In particular, work is not a central life interest for industrial workers when we study the informal group experiences and the general social experience that have some affective value for them. Industrial man seems to perceive his life history as having its center outside of work for his intimate human relationships and for his feelings of enjoyment, happiness and worth. On the other hand, for his experiences with the technological aspects of his life space and for his participation in formal organizations, he clearly recognizes the primacy of the workplace. In short, he has a well-developed sense of attachment to his work and workplace without a corresponding sense of total commitment to it. Factory work may now very well be viewed by industrial workers as a means to an end- a way of acquiring income for life in the community. The factory as a locale for living out a lifetime seems clearly secondary to other areas of central life interest. (Dubin, 1958, p. 76)

## **2. 6 Significance of Demographic Values in Job Satisfaction**

Although Locke's job satisfaction model is satisfactory enough in terms of dimensions, demographical dimensions are not taken into account. However, these dimensions are very important in terms of understanding the social and physical conditions of the employees and the job satisfaction level cannot be independent from demographical factors. For this reason, these factors are also added to this thesis.

Gender, age, educational level, place of origin and marital status are the basic demographic values which influence the employee's job satisfaction level. Additionally, free time activities are also based in demographical background and they play indirect role in the satisfaction of the workers and for this reason they are also attached to the demographical values.

Gender is considered for the women as a model in their relation with the employment. However, men have a job model in their relation with the

employment. Historically, when we look at the women's position very briefly, we have a dependent woman on her man. But as the wage of the man remained unsatisfactory, woman began to work to support the family. In the middle class families' women has not left the house. In more recent stages of industrial capitalist developments, when middle-class homes lost their ability to employ servants, and working-class wages became higher to support non-employed wives and children, women have taken the domestic role while men were going out to work (Watson, p.158, 1995)

Witt L.A., Nye L.G. (1992, cited in Dervisoglu, p.18, 2000), suggested that men and women have the same levels of job satisfaction. However, Max Macmillan (1999, cited in Dervisoglu, p.19, 2000) found that women are more satisfied than men. From this example we can consider that this differentiation is related to the nature of jobs practiced. Gender may be found insignificant variable for job satisfaction. March and Simon (1958) argue that men tend to perceive movement away from the organization easier than women do. Taylor and Weiss (1972) support this idea with the turnover ratio, which is lowering in women than among men.

Job satisfaction increases with age for both men and women in various occupations (Brush D.H., Moch M.K., Pooyan A.1987). Some studies have also found out that job satisfaction is greater among older workers than among young workers (Janson, Martin, 1995). Age influences also the turnover: as the worker gets older, his (her) turnover decreases. March and Simon also define the length of service as an individual characteristic. As the length of the service increases, the specialization develops more and alternatives outside the organization are diminished. Eventually the person becomes less mobile.

Educational level is one of the predictors of job satisfaction. Hence it increases the expectations and hopes toward the work together with the skills of the employee. According to Mandilovitch, Quinn (1975) and Campell, Converse and Rodgers (1975 cited in Drexler, J. A.; Lindel, p.908, 1998), having more training or education do not provide an individual a more

satisfying job. Their researches argue that highest levels of satisfactions are present in individuals who have the least and the most education. Educational level defines also the satisfaction with supervision: Individual with higher education will be less satisfied with his supervision if he has close supervision than an undereducated individual with close supervision....

The educational level of parents is another important factor, which determines the social situation and class of the individuals. It establishes the psychological environment of the individual together with his vision and viewpoints.

Place of origin is another factor which determines different values, expectations and approaches toward work. Hence origin affects the educational level of the employee, the quality of work and the position in the workplace.

The marital status generates depression or happiness in life. Family affects the working life positively or negatively. If an employee works overtime, in his-her family tension may increase. Or it may be a factor of pressure on the individual's orientation to work. Income level and job security has contributions to family life in terms of survival or social mobility. Different values of manual and non-manual workers result in their style of child rearing, their education. Age, income level and familial background are decisive for the marital status rather than educational level.

Meaningful work is discussed as one of the important determinants of more productivity and profit. These good, expensive, productive jobs eliminate people who want free time, hobbies and a family life. Hence, work is not any more a place to go every 5 days within limited hours but it became something which the person is involved all the time, even when he/ she is not in the workplace. These results support the 'Profit-performance pay and productivity' instead of 'family, friends, festivals and funs' (Handy, 1994, p.6).

Leisure time is related with the employee's income, time left after the work, his-her education and social environment. According to Parker (1974) there are 3 relation types between work and leisure: extension, opposition and

neutrality. If there is high degree of intrinsic satisfaction and autonomy, leisure is like an extension of work, such as in the condition of academicians, engineers. Social workers tend not to do a sharp distinction between their non-working life and working-life. Leisure has a neutral relation with the work when there are less autonomy, and potential self-fulfillment. People who have routine, clerical work reflect their lack of involvement and passivity at work in their leisure time activities. Leisure has opposition with the work when employee has an unfulfilled, frustrated job. These workers have instrumental orientation towards work and have a private lifestyle.

## **2.7 The Significance of the Employment Status and Job Satisfaction**

Employees are divided between themselves according to their working conditions. There are workers who have well-paid, secure jobs, that are white-collars and who have part time, permanent, unsecured, low paid jobs, that are blue-collars. Blue-collars are also divided between themselves as qualified and unqualified according to their educational level and their abilities. These differences create competition rather than solidarity. White-collar jobs can be routine and boring as manual, blue-collar jobs with the widespread use of computers. Additionally, the pay may be no higher than for manual jobs. In the past, there was a belief that working class was concerned with financial rewards of work while the middle class placed the interest and responsibility on the center of the world of work. Different approaches to job satisfaction may be explained by these differences in work values.

In manual work, employer-employee relationship is based on low trust. Tasks involve prescription and contribute to execution. Manual work requires physical effort and it has close relationship to technology. There is a direct control and level of material reward, prestige, and opportunities for intrinsic satisfaction and career advancement are in low degree. Regarding to this figure we can make an order of satisfaction level, from high to low: Professionals and businessmen, clerical workers, skilled manual workers, unskilled or assembly-

line workers. Blauner (1960) in addition to this classification offers four points which relate to these differentiations:

- Importance of relative prestige of the occupation
- Degree of independence and control over the condition of work such as freedom from hierarchical control, freedom to move about, opportunities to job variety.
- Level of social satisfaction, to be gained from working within an integrated group.
- Nature of the occupational community, that is, the degree to which peoples who work together share non-work activities (Watson, 1995).

Parker adds items as following in terms of work satisfaction factors:

- Create something
- Use skills
- Work whole heartedly
- Work together with people who know their job.

Employment status does not only create different behaviors but also different types of orientations towards work. There are mainly 3 types of orientations toward work. Privatized worker sees the work as a labor, which makes his ends outside of the working place. For him the work is neither a source of self-realization nor the part for social relations but “necessary area for the improvement of non-work opportunities” (Goldthorpe, J.H., Lockwood, D., Bechhofer, F. and Platt, J. 1968, p.38-9).

Bureaucratic worker, a middle class employee considers employment as a service to an organization. Traditional proletariat such as factory worker sees the work as a group activity and his orientation is solidaristic. Although there are a clear distinction between “us” and “them” there is a little separation between work and non-work.( a.g.e.)

Dubin (1958, p.255-59) determines 3 workers types: job-oriented, community-oriented and the indifferent. Job-oriented worker finds his major satisfaction and rewards in connection with his work; community-oriented worker finds the meaning of work according to his community with whom he

works; indifferent worker does not have any emotional response in work place. One worker can pass from one type to another; can be transformed during the period of working time. However, this segmentation is related to the quality of the outside world, leisure time activity and also to the social background. Dubin suggests that industrial workers are not involved in their work because of their multiple social roles and because of their specific behavior in production.

Casey (1995) suggests 3 types of employees. First is the defensive type person who has small-scale resistance, anxiety, and confusion, fear in the everyday working life, (s) he criticizes the company and their former-present manager, quality of working life. At the same time, (s) he continues work hard. These types of persons are new or old employees. Second type is colluded one. This type of employee experiences little discontinuity between work life and out-of work life. Third type is the capitulated employee who has the defense and collusion restraining by strategic and instrumental pragmatism. Such employees have self-control and ironic cynicism.

In this research white-collar workers are privatized and they are going between the job-oriented and indifferent worker types.

## **2.8 The Significance of Size of the Establishment and Job Satisfaction**

Size of the establishment is another important aspect for the job satisfaction level because it is the environment and the atmosphere of the working life, which affects almost everything. There are many arguments about the large and small enterprises and their different results on the employees.

Large-scale organizations have been criticized because of their labor force, which has been attached to machine doing repetitive tasks. Small and medium organizations have been regarded as ideal work places because of their face-to-face informal relations and labor force, which could find the chance to do multiple tasks. Large firms have high level of task specialization, a complex

division of labor and give just little chance for communication. As Durkheim pointed out (1933: 356) small and medium size firms have less division of labor and this situation leads to harmony between employee and employer. In small-medium sized firms, employees are not useable; they can develop their abilities because of their opportunity of practicing different tasks and can represent themselves easily because of closer and warmer employer-employee relationships. Rates of turnover absenteeism and industrial disputes are low. This so-called nearly “perfect” portrait does not mean that employees in small enterprises are happier and work in harmony. On the contrary, especially in Turkey, they know that they have not so many alternatives because of their low-level education regarding to large firms’ labor force. Addition to this, small firms are less likely to be unionized and employers usually have “like it or leave it” approach.

Bulton Report (1971, cited in Goss, p.114-115, 1988) has suggested that small and medium sized firms provide a better environment for the employee than in most large firms. Although physical conditions are inferior, most people prefer to work in small firms because of the better communication opportunities. Employees in the small firms can see directly their contributions to the firm, the meaning and the place of their own tasks, the level of their performances. Management is more direct and flexible, manager know every employee and rules can be adaptable according individual requirements and needs. As a result this report has noted that turnover and conflicts in small firms are very low.

According to Goss (1988) research in seven small printing firms ranging in size from four to thirty-two workers, employees think that they work far closer together and they recognize each other’s problem; that low skilled workers have to chance to talk and come to an agreement with the management, and there is not a demarcation. However, in some small firms shift works are uncommon and overtime and productivity payments are irregular. Payment is lower and employer-employee relation is very personal.

There is no occasion of the criticism of the firm. Compliance and co-operation with management are the basic elements of the employer-employee relation.

Although small firms seem weak comparing with the large firms, they regain their importance. Countries, international projects support small firms due to their technological flexibility, innovativeness and their market share. They establish also local markets and prevent migration from rural to the urban areas. In contrast to this, large firms are slower in terms of taking decisions and acting and cannot reach the speed of the changing market needs. However, large firms are professional, small ones' fortune are usually linked to their founders' situation in the organization. When a founder of a small firm dies or retires, it needs a professional support from outside of the organization. Supervision, coordination become easier while the size of the organization grows but increase of the hierarchy and bureaucracy result also in communication breakdown. Large-scale organizations have difficulties in adapting to flexible and mobile markets but they have various facilities to reach the multiple innovations. Most important source of those facilities is the high-skilled, qualified labor force, which has technical knowledge and potential, and the force of making investments for necessary innovations.

Casey (1999), after a field research in a large-scale firm, found out that blue-collar workers have stronger social networks at work and they continue to socialize with each other. In Arçelik for example, they play company-organized team sports. Manufacturing-line workers experience a high level of satisfaction. One reason may be that they have not a desire for climbing the management hierarchy because of its impossibility. Hierarchical levels effect the job satisfaction. However, if the worker participation is institutionalized, the variety of the reactions of workers at different hierarchical levels decreases. Another reason they are usually well paid and feel in security because of the support of their union.



## **CHAPTER 3**

### **STUDIES ON WORK AND JOB SATISFACTION IN TURKEY**

After WWII, system of technology was based on use of cheap raw materials and energy sources. There was a mass production and taylorism was the main production system. Enterprises were using standardized technology and producing standard products. Hierarchically organized enterprises had workforce whose job tasks were strictly defined. Machines were specialized and working for the production of one product. Governments were supporting the mass production but this stable situation, which was an obstacle in front of the flexibility, decreased the efficiency. Technological developments have slowed down and serious economical crisis in the world has resulted in big changes. Extensive growth, which was based on increase of production, has left its place to the intensive growth, which was based on increase of the efficiency (Eser, pp. 39). Flexible models of production have entered to the enterprises and a new industrial period has begun: Post-fordism. There was a transformation from the mass production to the flexible production technology. New tools of technology such as telecommunication, computers have become to be used in the production, marketing, delivery and a new production system, which was based on quality of product and preferences of the customer, was born.

Not the reasons but the results of the industrial revolution have affected the third world countries, which had not the necessary substructure for this development. What was left for them was to adapt their selves as much as possible in order to be part of the changing world. As to contest with the first world countries was not possible, third world countries have accepted to be the suppliers, support teams, workshops and supplementary force of the first world

industry<sup>2</sup>. However, mass production industries-fordism-was the key point, departure for the Third World Development.

Third world development was in relation with First World as center and periphery. Problem of industrialization in the third world is a problem of raising productivity and creating international competitiveness. One can consider first world country as large size enterprises, which is dependent in a sense to the third world- medium and small size enterprises for obtaining cheaper products, new market. Large and small size enterprises are center and periphery as same as in the relation of First and Third World. Small and medium size enterprises are the workshops of large-scale enterprises with applied taylorism and labor-intensive production system.

### **3.1 Short History of Turkish Industry**

Liberal policies, which were practiced between 1923 and 1930, were not resulted in economical growth and with the economical crisis of 1929; these policies have fallen into disfavor. Interposition of the government has been increased and monopoly of the government in terms of industrialization has been latched on. Main targets were to decrease the import and accumulate the foreign exchange. Until 1980, there was the substitution of import and the basic of the industrial policy was the local production rather than import of the products. The substitution of import was based on dynamic and large domestic market and people who could consume the goods and services of the industry were the prerequisite of this system.

Capital of commerce has not been used for the production as it had to be and for this reason Turkish bourgeoisie could not use their capital mainly for the new investments. This situation has led to slow transformation of the wage labor into the modern working class in the beginning of the capitalism at Turkey. There were also difficulties of use of the raw material. Consequently, capitalism became dependent to the West and Turkey began to be the market for cheap workforce and raw material. In addition to this, industrialization has

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<sup>2</sup> This kind of relationship exists also between the large and small enterprises.

not been born within the country but it has been imported from developed countries.

This transformation was realized in 3 steps:

Firstly, producers who were producing for the market-not only for their needs- were needed and in order to have necessary workforce, villagers had to be separated from their land so that they became laborers for the industry with their wage labors.

Secondly, small producers developed local markets for their consumption needs. Modes of production of the small producers were transferred to the large producers and small firms became capital in the hands of new producers.

Thirdly, new producers have aimed not only the consumption but also the continuous capital accumulation, which resulted in high speed of the industrialization (Gevgilili, 1989, p.38-39).

Capital accumulation has speeded after the WWII and wage labor has entered in the industrial life. Export, free market had great effects on the development. In 1950's Turkey, manufacturing was based on small size enterprises but with low value-added. Productivity was dependent to the size of the enterprise and the development of technology.

Between 1950 and 1970 credits, which have been given by the European countries, enabled the mechanization, investments and new infrastructures. Closed Anatolia economical structure has opened its sources for the production for the markets. Especially by 1960, industrialization was applied according to plans and small-large enterprises were established in big cities. Labor has cut its connection with rural areas and became the cheap labor of the working class. In 1970's, industrial production was more important and active than the agricultural production. Large enterprises were the results of capital intensiveness and the monopoly.

Until 1980, government was dominant. Interpositions of the government were to take precautions in order to protect the domestic industry from the foreign competition; to product some basic goods and services; to

establish bureaucratic mechanisms which control the industrialization and distribution of sources; to do legal and institutional settlements about the working life.

At the early period of the import substitution, produced goods had big market and they were needed low technology. Proportion of the imported goods was not high and foreign exchange was supplied by the export of the traditional agriculture products. Until necessary goods and raw materials for the industrial production could be imported, industrialization has been developed and economical growth has continued without facing with big problems.

Between 1963 and 1968, industrial goods, which were recently imported, began to be produced within the country and economy of foreign exchange has been realized. Industrial development was very fast. Firstly basic consumption goods such as eatables and textile were produced and after, it has been started to the production of intermediate products such as iron-steel, petrol-chemistry. Foreign credits and foreign exchanges of the workers were influential at this period (Eser, 1993, p.64).

At the late period of the import substitution, production was capital intensive. Hence, early investments were based on small scale and low technology while late investments needed large scale and high technology. In order to continue to the industrialization and import the necessary raw material together with the goods of investments, steady foreign exchange income, that is, increase of the export was needed. However, all these developments were depended on production efficiency. Unfortunately, the level of efficiency at Turkey was very low and import substitution was resulted in economical crisis.

Large enterprises were working on low capacity, which has increased the production costs and decreased the export. These protective, inward import substitution policies have closed the doors of Turkey to the world markets and they increased the dependency of import. “The main reason of the low level of efficiency at the industry and the decrease of the export was the high level of protectiveness” (Eser, 1993, p.64)

Protection was done by high customs walls, import quotas, low interest and rate of exchange whose values were low than their real values. As a consequence, technology was not used efficiently; production was not expanded in large scales and the competition was not developed.

At the end of 1970's, Period of accumulation of import substitution has come to its end with the weak capital accumulation, underdeveloped technology together with the industrial structure whose efficiency was low and which had the foreign exchange problem.

At 1980, the system based on import substitution has failed and decisions concerning the economical stabilization, named 24 January Decisions, have begun to be practiced. These decisions consisted of free cost price in the domestic and foreign markets, market mechanisms that were independent from the public settlements. Main targets were to restrict the public sector and leave the agricultural and industrial production to the free market conditions. These regulations were aimed to product and accumulate the capital according to the international division of labor and to integrate the Turkish economy to the competitive capitalist world economy. New industrialization, which was opened to the foreign investments and based on export, has begun. However, industrial investments have been decreased because service sector has become more profitable and private sector was not able to invest for industrial activities.

1980's policy has created cheap labor in Turkey. By 1980, import was liberated. After 1980, with the liberal policies, capital accumulation has concentrated at the hands of mass productive groups of the society; investments have stopped and de-industrialization has begun (a.g.e., p.67).

In Turkey, as other developing countries, regional distribution of industrial employment is dependent to the level of development by regions. Industrial activities are focused mainly in 4 metropolitan regions: Istanbul metropolitan area (Kocaeli, Sakarya, Tekirdag, and Bursa), Izmir metropolitan area (Manisa, Aydin, Denizli), Ankara metropolitan area (Kirikkale), Adana, İçel and Hatay provinces. Istanbul's industrial worker has another importance.

Hence, industrial development is at the top regarding to Turkey's industrialization.

Traces of the past still exist in the industrial relations. Informal sector is still indeterminable and cannot be controlled by the government. Formal sector is dependent to the foreign investments and cannot see the future. Trade unions work mainly with the employers instead of being next to employees and “play the peacemaker” in order to prevent needless disagreements.

The level of efficiency of Turkish manufacturing industry is generally low, because the capacity of most enterprises is low, technology used is not developed, they are labor-intensive and their social and intellectual capitals are weak (a.g.e. p.126-127)

In order to complete the late development and organize its own industrial revolution, Turkey has to get over the de-industrialization, which has been dominant in 1980's; techno-logical substructure has to be re-established and Turkey has to have a new industrialization paradigm, which will increase the quality of workforce (a.g.e. p.10).

### **3.2 Nature of the Workforce**

Industrialization, as the other countries, has changed the social forms of Turkey because of its centralized nature. Industry has resulted on proletarianization that is industrialization, which has transformed people into workers, paid labor. However this worker society was not homogeneous but one could realize some characteristics.

By the growth of the high-qualified workforce, labor nature has changed. In this changing labor nature, workers were divided mainly in two groups: Blue-collar and white-collar workers. These two groups were different in their identity, their class, social and political tendency, etc.

In Turkey, in order to know the worker identity, his/her characteristics, living conditions, one should not forget the traditional networks, the difficulty of finding a job, low level of life quality, etc. Worker definition is very complex and includes formal as well as informal sectors. However, as the

subject of this thesis is the industrial worker, only the formal sector workers are the subjects of this analysis.

Industrial workers are very young at Turkey. Average of the age is 34. The level of education changes according to the age. Younger workers are usually high school graduated. They are almost married with 1-2 children and their wives do not work. It means that they protect their traditional family structure. However, number of children indicates that they are adapted to urban life with the tendency of nuclear family. Most of industrial workers come from rural areas. Worker population is fed by immigrants.

According to Boratav (1995) research, 20% of blue-collar worker's fathers are the blue-collar workers. 20% are unqualified service workers, 38% are peasant. Blue-collar workers prefer that their children become white collar but the member of children who follow the same path with their father-mother is also high. This situation indicates that social class identity between generations is protected and there is not an obvious social mobility.

According to DISK\_AR research in Baydar's book (2000), the identity of industrial worker, half of the workers have come to Istanbul after 1980. 18% have come before 1970's. 14, 3% were workers before coming to Istanbul. 48, 6% were unemployed, 10.2% were peasant. 63% were under 30 years old.

### **3.3 Large Medium and Small Enterprises**

It is very difficult to describe the size of the enterprises. What makes an enterprise small or large? Most of the social scientist whose researches are based on statistical data prefers to use quantitative measurement such as the number of employees, annual production rates. Besides, there are scientists who use the qualitative measurement such as traditional-modern type of production, informal-formal sectors.

SME's in Turkey are defined as follows by the institutions below:

*Table 3.1 Definitions of SME's in Turkey*

Establishment	Scale	
	Small	Medium
DİE	10-49 workers	50-99 workers
Halk Bankası	1-99*	100-250**
TOSYÖV	5-200	
KOSGEB	1-50	51-150
TOBB	10-49	50-150
EXİM	1-250	
DTM	1-200***	

(Source: M.Cevdet Baykal in Gümrük Birliği Sürecinde KOBİ'ler, Türkiye-Avrupa Birliği Derneği, İstanbul Subesi, Yayın No: 6, Seminer 6-7 Mart 1999, İstanbul-2000, p. 8)

\* = Halk Bank's definition of small enterprise says that the number of workers should be between 1-99 and also balance sheet of the enterprise should be 15 billion T.L.

\*\* = Halk Bank's definition of medium enterprise says that the number of workers should be between 100-250 and also balance sheet of the enterprise should be 30 billion T.L.

\*\*\*= DTM's definition of small enterprise says that the number of workers should be between 1-200 and also balance sheet of the enterprise should be 2 million \$.

There are many differences between large and small enterprises in terms of technology, organizational structure, working system, social rights, wages and expectations of employees, except from the production rate, and the capital.

New type of production integrates to the international economy and small enterprises have to develop their technological structures in order to produce for the large enterprises. Thus, small enterprises become the "subcontractor" producers of the large enterprises. Large enterprises economize from their investment costs by ordering some products to the small enterprises. Small enterprises expenses are lower than large enterprises. Hence, almost all of them do not pay the social insurance expenses of their employees and find some informal ways in order to reduce tax payments. Besides, generally, employees of small enterprises are not registered to the trade union, that is, they do not have enough power in front of the employers for increasing their salary (Ayata, 1987, p.20).



Raw materials are mainly produced by the large enterprises because of the high production costs. This means that medium and small enterprises are subordinated. Hence prices are determined by the large enterprises and as there is competition between SMES, one who gives the cheaper price, gain the right to work for the large enterprise. On the one hand, small and large enterprises feed each other continuously. On the other hand, SMES go between subordination and dependency and they cannot increase their capital in any case.

Small and Medium Size enterprises (SME) are flexible and dynamics; in Turkey the share of them in the manufacturing is 99, 8 %; their employment rate is 56, 3%; in export 8-10 % (Baykal, 1999). SME's are businesses that are owned and administrated by the same persons, active in local areas, have just their equity capital. SMEs in Turkey have the market share amounting to 26% in the export to OECD countries and 35% in the export of Asian countries.

SMEs face with various problems in terms of definition, place of the establishment, substructure, training, technology, marketing, credit and finance, consultancy, skilled labor. They are administrated in wrong ways with limited capital.

The employees of SMEs need practical vocational training, special knowledge about sector and market, productivity and efficiency, authorization and responsibilities, ergonomic, drill. Hence, employees are lack of necessary training and vocational background together with technologic innovations. They are mainly semi-skilled or unskilled. Due to the fact that labor force is changeable, labor force training seems luxury.

SMEs produce and manufacture by using different methods due to their limited abilities and flexibility. They are supplementary labor force of the large-scale enterprises. Comparing with large scales, SMEs produce in minimum cost price, in high speed. They are entrepreneur and are not influenced from uncertain market politics as large-scale enterprises are. Therefore, SMEs need support from government at the strategic level, from

public and private sectors at the institutional level, and from the company itself.

### **3.4 Research on Work and Job Satisfaction in Turkey**

There is very little research on the issue of job satisfaction in Turkey. Especially researches about the large and small enterprises are done (Nadir Sugur, 1997; Nichols, T.; Sugur N.; Demir, D., 2001). However, there is not a research, which is based on relationship between the size of the enterprise and the job satisfaction. Existed researches are based mainly on psychology or business administration; not on sociology.

Incir (1990) has mainly summarized the job satisfaction theories and supported her hypothesis by a field research in what respondents were the official workers.

Ergin (1997) has adopted Job Descriptive Index into Turkish culture, applied 270 females and 465 males from different occupations. According to this research, age, gender, working experience are important predictors of job satisfaction.

Bilgiç (1998) has conducted a research on the relation of personal characteristics with the job satisfaction and found that monthly payment is the best predictor of overall job satisfaction.

Semi sociological semi psychological research has been done by Dervisoglu (2000).

Above mentioned researches are based on varying degrees of job satisfaction between different professions. Although they are sources for the job satisfaction, there is not any research that I can compare. For this reason, I should build the bridge, which connect the job satisfaction with the size of the enterprise together with the different employment status.

## **CHAPTER 4**

### **METHODOLOGY**

Although this research is based on Locke's job satisfaction model, there are other dimensions that I have added because of the reasons that I have mentioned in Chapter I. These dimensions are demographical values, employment status and size of the enterprise. Locke's dimensions will be tested with these three variables and I will try to find out how his dimensions vary within different demographical backgrounds, among different employment status at the enterprises whose sizes are different from each other.

#### **4.1 Dimensions of Job Satisfaction**

##### **4.1.1 Locke's Model**

There are multiple definitions of job satisfaction and various dimensions used in different questionnaires. However, this research will be conducted according to Locke's job satisfaction model. Hence it provides multiple dimensions and items to test and it is a representative tool within the existing literature.

According to Locke, job satisfaction is the positive emotional state, which results from appraisal of one's job or from job experiences. Overall job satisfaction is dependent to the evaluation of the job. There are factors which originated from the work itself, that is, job components: Rewards, interest, challenge, autonomy, relations with co-workers, opportunities to use abilities, creativity, variety, self-esteem, pay, promotion, supervision. There are other determinants whose sources come from work but not directly, that is, comfort factors: Working hours, travel time, physical surroundings and characteristics of the enterprise and its management. Locke emphasizes also that fit between the employee and the work, what is sought from the work is supplementary

dimensions in influencing the job satisfaction and dissatisfaction. These concepts have transformed to dimensions, which include items on questionnaire.

Dimensions according to job components:

- Rewards (3 items: Individual or group rewarding, enterprise's system of rewarding and the appraise of the good performance, mentioned in questions 43,44,55)
- Interest (4 items: Reason of doing such a job, speed of the working time, level of the interest of employees, the importance of interest in terms of leaving the work, mentioned in questions 17, 29, 39, 40)
- Challenge (2 items: Have a self-confidence to insist on the knowledge of work, to protect own time out of working area even in front of the manager, mentioned in questions 29, 45)
- Autonomy (5 items: giving or having responsibility, self-decision, have the responsibility about the mistake done, decision taking level, to have autonomy during the work, mentioned in questions 29, 38, 52 and 54)
- Relations with co-workers (4 items: level of solidarity, hide the information, protect the own benefits, level of trust, mentioned in questions 41, 42, 46, 47)
- Opportunities to use abilities (2 items: Opportunities to use knowledge and abilities, opportunities to have a career, mentioned in questions 29)
- Creativity (1item: use own method, mentioned in question 29)
- Variety (2 items: doing multiple tasks and change of the position and work nature, mentioned in questions 29, 33)
- Self-esteem (2 items: the contribution of the job to the country benefits, have prestigious job, mentioned in questions 48)
- Pay (4 items: Overwork, good pay, level of income, not security but good salary, mentioned in questions 26, 29, 37)
- Promotion (3 items: opportunity of promotion, promotion according to performance, according to working period, mentioned in questions 29)

- Supervision (1 item: control of the manager, mentioned in question 54)

Dimensions according to comfort factors:

- Working hours (2 items: work duration in a day, preference less or more working time, mentioned in questions 25)
- Travel time (2 items: duration of travel time and what are done during this time, mentioned in questions 31, 32)
- Physical surroundings (1 item: the nature of physical surroundings of the enterprise, mentioned in question 30)
- Characteristics of the enterprise and its management (5 items: ways of the solve the organizational and occupational problems, way of announcement of employees' demands and wants to the management, way of announcement of management's wants and demands to the employees, thoughts about the division of labor, level of awareness about the other working process, mentioned in questions 49, 50, 51, 56, 57)
- Fit between the employee and work (2 items: work as a source of satisfaction and happiness, doing the ideal job, mentioned in question 29)
- Expectations from the job (3 items: factors positive, factors negative of the job, what kind a job is searching for, mentioned in questions 34, 35, 36, 58)

#### **4.1.2 Demographic Factors**

Place of origin, marital status, educational level and gender are used as demographical variables. The reason of choosing these variables is their significance. Additionally there are field researches done in order to understand the variance of job satisfaction level among people who have different demographical backgrounds. However in Turkey case most relevant factors are marital status, educational level and gender. For instance age is expected to be an important factor in terms of job satisfaction level in first world countries but in Turkey it does not affect the job satisfaction level.

Information about the demographical variables of the respondents is gathered by asking direct questions such as “Your origin?” (Q.No.4), “Your marital status?” (Q.No.5).

#### **4.1.3 Size of the Workplace and Occupational divisions used in the thesis**

Size of the enterprise is determined by the definition of Halk Bank. According to this definition, enterprise that has 1-99 workers is small and Sürtaş with its 78 workers is one of the small enterprises. Sürtaş has been chosen because one of my friends was working at this factory at that moment and I had access. It was important to have connection because trust was much more important than the other reason and my connection helped me very much in terms of being with respondents for a long time and visiting the enterprise, together with the observation facilities. As people trusted me I gathered much more information than Arçelik.

According to Halk Bank, enterprises that have more than 99 employees are medium and large. Arçelik, with 743 workers<sup>3</sup> is one of the large enterprises. I have chosen Arçelik because it was very significant enterprise in order to understand processes, together with the categorization. Most of all, I was thinking to be project intern in order to get reference for my career and as enterprise policy Arçelik was accepting students from different departments in the name of “University-Industry Cooperation”. Fortunately, after the field research I was also accepted as human resources agent.

I have adapted the classification of the workers according to these two enterprises. Because, theoretical occupational division of labor was not relevant to the case of Turkey. For this reason I called “white collar workers” to the workers who are graduated from the university and work as engineers or office workers such as financial agents and human resources agents. I have divided the blue-collar workers into two groups: Qualified and unqualified blue-collar workers. I called “qualified blue collar workers” to the workers who work as technician, not necessarily graduated from the university but who have long experiences. I called “unqualified blue collar workers” to the workers who work mainly at assembly lines and who do routine job tasks.

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<sup>3</sup> The number of the workers in Arçelik is 1500 by 2004.

## **4.2 Assumptions and Expectations**

During the research answers of questions in below are aimed to find:

- \*How demographical variables affect the job satisfaction level of the workers?
- \*How different employment status changes the expectations of the workers?
- \*Why do the job satisfaction level change according to size of the enterprises?
- \*What are the differences on job satisfaction between the large and medium size enterprises?
- \*What are the problems of employees in the working place?

Some hypotheses related with demographical variables which will be tested, are:

- \*High-educated employees are less satisfied than low educated employees.
- \*Married employees are more attached to their jobs whatever the working conditions.
- \*Place of origin is determinant in terms of social relations in the enterprise.

Some hypotheses related with employment status, which will be tested, are:

- \*Blue-collar workers are tended to be much more satisfied than white-collar workers.
- \*Social relations among blue-collar workers are friendlier those white-collar workers.

Some hypotheses related with size of the enterprise which will be tested, are:

- \*Solidarity is high in medium size enterprises.
- \*If the payment is satisfactory working conditions are not important.
- \*Small and medium size enterprises cannot satisfy the comfort needs of the employees.

## **4.3 Description of the Workplaces**

I have chosen Istanbul for conducting this research because I thought that I could examine environmental factors and contradictions better in this

industrial and cosmopolite city. Moreover, I had contacts with Arçelik and Sürtaş, which facilitated my research. Hence, I needed long time for observing the working conditions, gaining the confidence of the employees in order that they would be relax and honest in front of the questionnaire and they would give me additional information during the deep interviews. Arçelik and Sürtaş administrations gave me this opportunity and I have started to my research. I have passed approximately 10 months in both enterprises. During this time I have learned their management policies, I have observed their ordinary working life and the relationships between employees from the different employment statuses. In return, employees have learned about my project and they helped me very much.

I have chosen Arçelik and Sürtaş as the research fields because Arçelik is the biggest durable goods factory and Sürtaş is one of the small durable goods factories, which is an enterprise of the subcontracting industry. Both of them were very representative for my research.

### ***Arçelik***

Çayirova Campus currently has 90,000 m<sup>2</sup> closed and 485,000 m<sup>2</sup> open area. Washing Machine Plant is enclosed under 35.000 m<sup>2</sup>-closed areas along with a product warehouse of 15.000 m<sup>2</sup>.

As of January 2000, the factory employs total of 743 employees of whom 138 are indirect employees. Assembly line employees are selected among the technical high school graduates and they are subjected to psycho technical tests to measure their suitability for the job.

Current capacity of the Washing Machine Plant stands at 1.400.000 units per year. Maximum total of 5500 units are produced daily.

Suppliers parts used in the washing machines add up to total number of 750 from 109 various suppliers. 59 of these are domestic and the rest send their parts from abroad. The suppliers are encouraged to enroll the design process of any parts used in the washing machines.



The system integrated to ensure customer satisfaction from the design to the service processes was awarded ISO 9001 in 1992.

The plant has invested heavily in new technology since the end of a partnership with a German multinational in 1986. Metal cutting and bending units are highly automated. There are robotic devices and numerically controlled machines throughout the production process. In the paint unit where metal frames are painted automatically, workers are largely reduced to pressing buttons when necessary. In the pre-assembly unit, most work is highly automated through the use of CNC machines. However, in final assembly unit, most of work is carried out manually with a minority of women working side by side with the men. In the final quality control, the work tasks are again highly automated. (Nichols, T.; Sugur N.; Demir, D., 2001, p. 6)

There are 22 rest areas in the plant for the assembly line and other production facility employees. Sports facilities both indoors and outdoors are provided at Çayirova campus. The campus library has periodicals along with the computerized information, which has an Internet connection. A cafeteria offering various selections of light meals and coffee, a little shop offering groceries are the facilities, which are outside the factory. Inside the training room, fully functional health services along with an ambulance give service to all campus workers.

### ***Sürtas***

Sürtas was established in 1985 and presently giving service on 6500m<sup>2</sup> close and 8500 m<sup>2</sup> open area. It deals with design, production and export of displaying stands for various sectors. The capacity of the enterprise has grown to 6.800.000\$ with joint venture agreements in 1997 and 2001.

The production capacity of the fiber, pipe and sheet iron of the firm is 275.000 and 300.000 annually and they are painted four different colors in the firm's electrostatic powder workshop at the same time. In addition, Sürtas produces and exports various AC/DC electric adaptors with yearly average of 25.000-30.000 units per year from 1985. The company's primary principle is

producing in shortest time available, with lower cost and without making concessions of quality. Sürtas's export level for 2000 is around 2.950.000\$ and domestic sales around 3.850.000\$.

In the factory there are 15 employees in management, 3 in quality control and research & development, 3 in design and totally 78 people.

#### **4.4 The Occupational Division Among the Workers in the Sample**

Sample of the production sector workforce was studied as a total sample and divided into occupational categories; each category was studied as an entity and compared with other categories. Occupational categories are as follows:

- 1-Team leaders and engineers (White collar)
- 2-Technicians, foreman (White and qualified blue collar)
- 3-Operators (Unqualified Blue collar)

The big differences between these two firms have influenced also the number of respondents. The production rates of these two factories were very high at that moment, and it was very difficult to find a respondent, especially assembly-line workers who had to give me 25 minutes for answering the questions. I did not prefer to give questionnaires to the respondents because it would not be scientifically right and I should avoid the floating answers. For this reason I needed at least 20 minutes for filling the questionnaire. At the same time I have interviewed with them and I took some notes. Additionally I have done depth interview with 6 persons for having more detailed answers of some ambiguous responses and in order to make clear the meaning and importance of salary, ideal work, using ability, the nature of participation. In Arçelik, workers had tea breaks that I could use for the questionnaire but in Sürtas I had to apply my questionnaire while they are working or I had to explain the questions in easier words, which they could understand easily.

Respondents have been chosen randomly, according to the workload and shifts. I also tried to apply my questionnaire to the workers from different ages, by protecting the ratio of men and women workers.

#### 4.5 Demographic Profile of the Workers in the Sample

In this research there are 85 respondents. 15 of them were selected from Surtas and 70 respondents were from Arçelik, which consist of 13 white-collar workers, 22 qualified blue-collar workers and 50 unqualified blue-collar workers. 13 of them are women and the rest 72 are men.

*Table 4.5.1 Distribution of the Respondents*

	Blue-collar unskilled *	Blue-collar skilled **	White-collar
Surtas	7	3	5
Arcelik	45	15	10

When the occupations of the respondents are compared with their current occupation in the firm, it is determined that white-collar workers work mainly in the production, as well as blue-collar workers. However, only the white-collar workers find the opportunity for practicing their occupation.

Only 13 women workers were included in the sample since in the establishments few numbers of women were employed.

Arçelik's white-collar employees can have various activities during the weekends, they can spend their money also for their self-improvement but after their answers it is obvious that the free time activities do not separate them from the blue-collar workers. Oppositely, the free time activities unify all the employees. Hence working place atmosphere affect employees equally and it penetrates also to the private life of the respondents and it eliminates the differences.

When their belongingness to the other areas has been asked, all the unqualified blue-collar workers of Arçelik mentioned the trade union. Surprisingly qualified blue-collar workers did not say it because they were unconscious about their status and they acted as white-collars. Arçelik's white-collars are mainly members of cultural associations. However, it seems that they are not active members because there are not so many cultural activities in

their free time. It is obvious that they become members of such organizations in the name of the prestige. What was significant for Srtas white-collars was their convenience by giving answers to the question of membership. Even one of them mentioned that he is registered to the communist party. Such a political declaration may be one important reason of ejection in Arelik. Additionally, trade union is selected also by the administration and it is forbidden to choose another one. Hence, Arelik is a “depoliticized” enterprise. There were not so many members of town associations and sport clubs as I was expecting.

After the general information about the respondents, their free time activities have been asked in order to understand the life-standards, expectations and visions of the respondents. In Arelik majority of white-collars do sports for a healthy and good life and majority of blue-collars go for fishing with their families and friends. Fishing as the football is seen as working class activity in Istanbul. Except Arelik’s white-collars most of the respondents are with their families during their free time. Almost all the respondents do not go to the cinema and they do not watch TV as it was expected. Half of the Srtas’s unqualified blue-collars mentioned that they are called for the work even in their off days and they do not have time even for themselves.

#### **4.5.1 Gender Differences**

Among the respondents only 2 of the women employees are white-collar workers and the rest are all working in blue-collar jobs. The few numbers of women respondents in both firms is due to their personnel policies and their reluctance to employ women and hence the working conditions such as shifts, overwork times, work stations, are all arranged mainly for men. The number of women employees in the sample is not adequate to make any analysis and valid compare with men. However, I would like to report some characteristics of women workers in the study. Firstly, women in both firms, except the white-collar workers, are doing unqualified job tasks such as sticking labels on the machines; putting in the user instructions into the plastic

bags. Secondly, some cultural and social restrictions in their lives influence not only their working life and their job satisfaction but also influence their private life. Some of such restrictions are their low level of education and training and accordingly no employable skills; also, traditional cultural values which are based on “ male breadwinner role” so that women’s working outside of the house and earning money is not encouraged.

When they have called me for the recruitment, the first question was ‘Do you think to marry soon?’ One woman when she gets married, certainly she cannot work as before. When I look to the workload here they are also right but as a woman I have right to work and have baby at the same time. (An unqualified blue-collar worker, age 29, woman, Arçelik)

Beni ise almak için çağırdıklarında ilk soruları ‘Yakında evlenmeyi düşünüyor musun?’ olmuştur. Kadın evlenip çocuk yaptıgında elbette eskisi gibi çalışmıyor. Buradaki tempoya bakınca onlar da haklı ama bir kadın olarak benim de hem çalışıp hem çocuk yapmaya hakkım var. (Kalifiye olmayan mavi yakalı işçi, yas 29, kadın, Arçelik)

The majority of respondents are married with children. And they live in nuclear families.

#### **4.5.2 Place of origin of the Workers**

Almost all the respondents have urban origin. In Sürtaş, majority of employees have the origin of Eastern Anatolia. In Arçelik, majority of employees have West Anatolia origin. Arçelik’s employees are occidental comparing with the Sürtaş’s employees. However when the place of origin and place of birth are compared, the immigration from the East to the West can be seen very obviously.

#### **4.5.3 Age Distribution**

In the age distribution, density in Sürtaş is 27, and Arçelik is 36. Sürtaş workforce is younger than Arçelik workforce. Hence, in Sürtaş the rate of

turnover is very high and it is a new-founded company comparing with Arçelik. In Arçelik, there are very few people who were recently employed.

#### **4.5.4 Educational Attainment of the Workers**

In Sürtaş the education level is mostly primary school and the vocational high school. In Arçelik vocational high school graduated employees are in majority and new employed blue-collars have to have at least high school grade. The education level of the white-collar workers is at least university.

The education level of the mother declines, as the position of the respondent becomes unqualified within the organization. However, there is not a single mother who has graduated from the university, even within the white-collar workers' families. Mothers of most employees have been graduated from primary school or they are just literate. High-educated mothers exist only within the white-collar employees' families. As a result of the under education, most of mothers are housewife. However only some of the white-collar employees' mothers are white-collar employees, as well as some of the blue-collar employees' mothers are blue-collar employees.

The education level of fathers is higher than mothers' education level, but almost all of them are also graduated from primary school. The rates are not changing between Arçelik and Sürtaş. Fathers of Sürtaş's employees are mostly white-collar pensioners. In Arçelik, white-collar workers have white-collar pensioner fathers; blue-collar workers have blue-collar pensioner workers.

In Sürtaş, married employee's partners' education level increases while their positions within the organization increases. In Arçelik, white-collar workers' partners are mainly graduated from high school; the rest are graduated from primary school. In both firms, majority of the partners of the employees are housewives.

#### **4.5.5 Social Mobility Between Workers and Their Parents**

The social mobility between parents and employees is mostly focused around educational mobility. The educational level of the respondents is very high when it is compared with their parents' educational level: However the occupational positions of the respondents are not different from their parents' position. Hence the higher educational attainments of the offspring do not guarantee their higher occupational achievements compared to their parents.

#### **4.5.6 Accommodations**

Residences of white-collar workers in both firms are rented; the blue-collar workers are mainly house owners. Hence blue-collar workers live in the area near the firm where the land and house prices are low than city center. The white-collar workers prefer to live in the more expensive city center in rented houses since most of them come to Istanbul from outside.

#### **4.5.7 The Ways and Means of Finding Employment**

White-collar workers have begun to work after the university, when they are 22 years old. Majority of the blue-collar workers has started to work in 18 years old.

White-collar workers of Sürtaş mention that they have found their present job through an acquaintance, as well as Sürtaş's blue-collar workers. There is not a single person who has applied to a position. In the case of Sürtaş, as the size of the enterprise is small, the administration prefers to employ people who come with a reference of a friend. Networks are important more than everything, because the regulation is replaced by informal relations. All the Arçelik's white-collar workers are employed through an application or through advertisement. This situation shows a fact, which is known, especially by applicants: High-qualified employees are chosen with care in the large size enterprises. The number of blue-collar applicants is also high than the employees who have found the present job through an acquaintance. Unqualified employees are employed through an acquaintance that works in

the factory. However, when the qualified blue-collar employees are needed, the qualifications of the applicants are taken into account.

In Srtas, every 2 people have a relative working in the same firm. This situation explains one again the way of finding a job in the small enterprises. Networks are more important than the qualifications and for this reason the quality of workforce remain secondly important factor. In Arelik, only the blue-collar workers have relatives.

#### **4.5.8 Previous Job Experiences**

The average period of being in the previous job is 2 years. The turnover of Srtas is very high comparing with Arelik. This difference may be caused because of the differences between Srtas and Arelik, in terms of length of services, that is difference of the foundation date between two enterprises. Leaving the previous jobs is mainly because of finding “better job”, which pays better than previous work place.

#### **4.5.9 Working Conditions**

The working period is standardized: 9 hours a day, if there is not overtime. In a day, workers have two tea breaks in Arelik. This is the rule of the trade union. In Srtas there are not specific tea breaks but only a lunchtime, which is limited by 30 seconds. White-collar workers are not paid when they do overtime. However, blue-collar workers, who are registered to a trade union, Trk Metal-Is, that is only Arelik’s blue-collar workers, have to be paid for each hour of the overtime.



## **CHAPTER 5**

### **JOB SATISFACTION RELATING TO THE DEMOGRAPHIC CHARACTERS**

Demographic variables such as gender, age, educational level, marital status, and place of origin are expected to have important effects on the level of job satisfaction. However, among these attributes, there is not any relation related to age and for this reason further analysis about age are not done. In this study, the employees' experiences related to the work environment as well as to non-work influences such as family life, may effect the expectations and needs of the employees from work. So, the demographic information and the personal backgrounds of the employees are important to understand and evaluate different dimensions of job satisfaction.

Job satisfaction is understood in two dimensions, namely as related to the job components and to the comfort factors as Locke says. Items related to job components and comfort factors are presented in Method Chapter. Here I will try to test the demographical variables with job components such as interest in the job, self-confidence, degree of autonomy, solidarity, creativity and their values related to work as well as their pay and promotion prospects and comfort factors such as work schedule, physical surroundings, management and organizational structure and expectations. Demographic variables, except the marital status, also are argued to be the indicators of the "early socialization" and the basis of the personality, which remains stable after maturity, and are not influenced from later life experiences. Personality traits such as attitudes, values, self-conceptions can be learned and changed during the life time and they are the indicators of "late socialization" (Gruen 1964, Britton & Britton 1972) which are gained during the work experiences, free time activities, period spent in the urban and by the nature of work.

In the research according to Locke's job satisfaction model I tried to evaluate different components of job with five demographic attributes.

## **5.1 Testing Some Items of Job Components Dimensions with Demographical Attributes**

### **5.1.1 Reward**

Four attributes, educational level, gender, place of origin and marital status, are tested in reward system. Before presentation of analysis, "low educated workers" signifies workers who graduated from high school and under the high school. "High educated workers" signifies workers who graduated from vocational schools and university.

Reward turns out to be a significant factor for majority of the workers. Reward system is discussed among all workers due to its positive and negative aspects. As its positive aspects, it is said that it motivates workers. This view was shared mainly by the low educated employees. On the one hand, positive effect of reward system in terms of teamwork and loyalty is mentioned only by the high-educated employees. Because, they work mostly within work teams. On the other hand, high-educated employees say that they cannot take advantage of it although they accept that it increases the teamwork spirit, which facilitates job processes, since reward is mostly for blue-collar workers. Negative effect of the rewards as leading to antagonism is pointed by the majority of the high-educated employees while the low educated employees argued that reward system may cause jealousy among workers.

When I analyzed the views of women and men related to the rewards system, the majority of the women workers said that rewards motivate people and the money is important factor of motivation. Majority of men did not mention positive effects of the rewards but some of them have referred to its dual effect that while it may positively motivate workers within a team, at the same time it may have negative conclusions such as creating antagonism and jealousy among workers and diminishing the significance of individual

performances within the team. On the whole we can say that while women workers tended to glorify the reward system in general, men tended to see more the dark sides of it.

On the other hand, place of origin of the workers seemed to have a relevance in the perceptions of rewards. The workers, who have rural origins, either themselves or their fathers, tend to evaluate the negative effects of the reward system mainly referring to the antagonism it may create between the workers. Urban originated employees also pointed to the negative effects such as decreased solidarity due to jealousy among workers. It can be interpreted that both group of workers focused on negative effects despite the fact that they are from different origins. However, their reasons for are negative reasons. I can interpret such findings of rural originated with their perception of reward system as a threat to their pay and promotions because they may be the losers when compared with more educated and skilled urban workers. On the other hand, it may argued that, since the urban values such as solidarity with co-workers seems to be important for the urban originated workers, they tend to point to jealousy, which is may be created by reward system.

Marital status also determines the different points of views about the rewards. Majority of married respondents think that rewards create competition, which leads to inequality, while single respondents mention that it creates jealousy by destructing their solidarity. It can be argued that competition is dangerous according to married people who prefer mostly secure and stabile working conditions, rather than dynamics and alternative conditions. Their anxiety is understandable. Their familial responsibilities do not allow them to take risks even if a reward is expected of the end of the job task. According to single respondents, most negative effect is decrease in solidarity and emergence of jealousy. By giving this answer, they are also indicating indirectly the importance of the work in teams.

### **5.1.2 Interest**

In order to understand the interest level of the respondents, I asked them “Why do you do this job?” “Does your job tasks suit your interests, why?” “Would you consider leaving if your job tasks do not suit your interest, why?”

“Earning money” was the most important reply from the workers even from different educational level. The importance of work for the family is seen a good reason only by the low educated employees. Hence to work for the family is not only obligation but also it is a sign of being a “man”. Work for the society is reason for some of the high-educated employees as a result of their “consciousness” and “sensibility” that they have gained through their education. Working for the self-satisfaction, social advantages, practice of the occupation and for the increase of the life quality are also the main answers of the high educated employees which try to qualify their reasons. Majority of high-educated respondents say that the work that they are performing are related to their education and for this reason the job itself suits their interest areas. By the increase of educational level, interest becomes more important but the anxiety of being unemployed after leaving non-interesting job increases by the level of education. We can argue that high-educated employees are more realistic than low educated employees. Undereducated respondents’ main reason of work is the obligation. High-educated respondents are mainly practicing their occupations.

Although this difference, low educated employees find their jobs more attractive, suitable and creative. According to graduated and post graduated employees to work is not a subject of interest but the training and education. Important part of the low educated workers has mentioned that they cannot leave their job because of their familial responsibilities. Almost all high-educated employees have said that they would leave the job if it did not match with their interests because of their bad psychological conditions and dissatisfaction.

I tried to inquire whether the job tasks they are employed suits their interests for both men and women employees. The majority of both women and men respondents are in the current position because of the obligation and necessity. There are men employees who have said that their current job tasks are connected with their proper occupation. Although any woman did not talk about it, majority of them have mentioned that they can use their knowledge, abilities, their “own techniques” and they have said that they do more than one job tasks as well as men employees. However this situation does not mean that their job tasks have variety and creativity. Majority of women respondents find their jobs monotonous and mention that their job tasks do not suit their interests at all. The crucial point in this matter will be explained in the next part together with the relation of the employment status of the workers. When I have asked them “would you leave your job if it does not fit your interest?”, both men and women have given me same answers: “Yes I couldn’t be satisfied” and “No, there is no an alternative in this economical conditions”. But one significant point is that any woman did not say, “if I don’t have family I would leave”. Hence, even if they are not married they live generally with their parents and have economical contributions. However, men workers, if they are not married they do not feel the same responsibility toward their parents but if they are married they feel the familial responsibilities which are strong motivators for them as an important gender role. On the one hand, women employees are divided mainly into two groups: one group finds their jobs satisfying; another group finds their jobs monotone and boring. On the other hand, most of men employees find their jobs attractive, creative because they practice what they have been trained for.

Urban originated respondents are likely to do their jobs but the rural originated employees’ main motivator for working is the obligation rather than practicing their occupation. However they find their jobs attractive, creative. Majority of the urban originated employees think that there is fit between them and their jobs, which are suitable for them together with the attractiveness and creativity of the job tasks. Rural originated employees have tendency to leave

their jobs if they could find better one but urban originated employees have also insisted on their familial responsibilities.

The main reasons for working are earn money, the familial responsibilities and the self-satisfaction for the married employees. Same reasons are effective also for single employees, but instead of the familial responsibilities, there is social advantage as a reason. Contributions to the society, practice of the occupation, and increase of the life quality are the less important reasons of working for the married employees. Same reasons are less important also for the single employees but instead of increase of the life quality there is familial responsibilities. Marital status changes only the approach to the family.

The reason of working for both groups of respondents is the same: Obligation and earn money. Majority of the married employees find their jobs attractive, creative and also relevant to their educational level. The work is satisfying and also boring for the single employees. Familial responsibilities are the driving force for married employees. However majority of them have mentioned that they would leave their jobs if there were not interesting for them in the case that there would not be economic crisis. Single employees had the same argument. They have said that there is not other alternative and they would leave if they could find better jobs.

### **5.1.3 Degree of Challenge towards Response to the Demands of the Employer**

In order to understand degree of challenge of the respondents I asked them if they can mention their ideas when there is a mistake and also what they would do if their directors ask from them a personal service at weekend.

Low educated employees seem to have more challenge than the high educated employees. However almost all the respondents have mentioned that they cannot reject the personal charges of their director, even in weekends. I have expected that high-educated employees would reject this kind of charges but:

It is important to have good relationships with the directors. If he feels close to me for asking personal things, it means that he sees me as second man after him. And this can be very useful in the future for my promotion. Good career is not always obtained as a result of the good performance but it can be obtained as a result of being at the right place at the right time. (White-collar worker, age 35, Man, Arçelik)

Yöneticilerle iyi ilişkilerde bulunmak önemlidir. Eger beni kendisine kisisel seyler isteyecek kadar yakın hissediyorsa bu beni kendisinden sonra ikinci adam olarak gördüğü anlamına gelir. Ve bu da gelecekte terfim için çok yararlı olabilir. İyi bir kariyer her zaman iyi performans sonucu elde edilmez ama doğru zamanda doğru yerde olmakla da elde edilebilir”, Beyaz Yakalı İşçi, yas 35, Erkek, Arçelik

There are not sharp distinctions within different demographic groups in terms of expressing their ideas. Almost all the respondents mention that they can criticize the people and the job tasks in the case that they perceive a mistake. The problem is not showing it in front of their directors. When the subject is to reject the director's requests, the situation changes.

Single employees were tended to reject the personal services of their directors. They seem to be more mobile. The anxiousness of the married employees is understandable. They should not lose their jobs suddenly and they try to protect their good relations with the directors.

#### **5.1.4 Autonomy in Work**

Autonomy level of the respondents have been tried to find out by asking them to what extend their responsibilities are determined, whether they can use their initiative, their contributions to the work and in which subjects they would be responsible.

Responsibilities of the respondents at any level of education are determined almost clearly. There is not autonomy that I was expecting within the high-educated employees. Hence group autonomy increases while the educational level of the respondents' increases. Low educated employees seem

to work in groups but their job tasks are based on personal activity. High-educated employees work within teams, which include groups of engineers, and some qualified blue-collar workers. For this reason vocational high school and polytechnics graduated blue-collar workers contribute to decision taking through meetings and by sharing their ideas as well as high-educated employees.

Women employees' responsibilities are more clearly defined and men employees are likely to take all decisions concerning to their jobs although they have mentioned the opposite. Majority of women employees do not have contributions in decision-making but men employees contribute in decision-making through meetings by sharing their ideas. Women employees have closer supervision than men workers during their job tasks. Hence they do mainly unskilled job tasks in the assembly line, which are required close supervision and less autonomy. Once again it is obvious that women are low educated because of their gender role in the society and their unqualified job tasks do not require autonomy but rather the "just do it" mentality, in front of the assembly line.

Ability of taking decision is much developed in urban originated respondents. Neither rural nor urban originated employees take all decisions concerning to their job task by themselves. This result has two meanings: Firstly, they may not have autonomy toward their work. Secondly, they may have teamwork. These two meanings are true for two firms. In Arçelik, even a director does not take decisions by him-herself. There are decision chains from the top to the bottom. And teamwork, participation are enforced. In Sürtaş, only director has the power of taking decision. Autonomy is not giving to the employees. The autonomy level of the respondents is not depended to their place of origin.

Married respondents responsibilities are more defined than the single respondents whose job tasks are more variable than married employees. Single respondents have the less autonomy and less supervision and both of the respondents are liable to work individually. In particular, single employees are



expected to have much more autonomy than the married employees. However, they are autonomic bodies rather than employees who have the autonomy.

Almost all the employees do not have complete autonomy, which enables them to take all the decisions concerning to their job tasks.

#### **5.1.5 Relations with co-workers**

Relations between the co-workers have been investigated by asking questions about the solidarity within themselves, information sharing, protection of the individual profits and trust level to each other.

The low educated workers were liable to play up to the management politics. Hence they were under obligation to the management in a sense and they were faithful to their enterprises.

Employees who were in-between of the educational placement, high school and polytechnics graduated- were liable hide the information if the personal benefits were the subject. Their situation was also in-between, they were neither unskilled nor skilled employees, but just semi-skilled. Solidarity has decreased by the increase of the educational level. Almost all the respondents, except the majority of the primary school graduated respondents, were individualists. To sort oneself out was not the subject of the ability but the problem of trust and the antagonism.

Majority of men and women employees find the human side is more important than the future of the company and they believe the importance of sharing the information even if the personal benefits are the subjects. However women employees are more collectivists than men employees in terms of protecting their benefits in the work place. When the trust is the subject, both of them have mentioned that they trust mainly to their friends.

Urban originated employees are closer to the management, they are tended to hide information if the personal benefits are the subject and they are individualists. According to the rural originated employees, the humanistic side of the enterprise is important rather than the company's future and they tend to share information and trust to their co-workers together with their friends.

Single respondents were tended more collectivists than married respondents. And their trust criteria were different: Majority of married employees has said that they trust only in their friends, majority of single employees have mentioned that they trust mainly in their co-workers.

#### **5.1.6 Use Abilities, Creativity and Variety**

Respondents answered how they can use their abilities and how their work changed since they have been employed. From their answers I tried to understand how they are creative, to what extent their works vary.

Almost all the respondents from different educational level have mentioned that they can use their abilities. The respondents who cannot use their own technique are mostly in the middle rank of the educational placement. Hence these employees work with high-educated employees and according to their instructions. Almost all the respondents tend to do more than one job tasks but the some specialized employees in the middle rank of the educational placement focus on only one job task. Majority of the respondents have mentioned that their positions have been changed since they were employed. However university graduated employees seem to be less mobile than master and vocational high school graduated employees. The real promotion has been realized within the low educated employees, they have passed to more qualified jobs. Most of the high-educated employees' departments have been changed. This means that they were not really promoted but their job variety has increased.

There is not a significant role of gender in terms of use abilities, creativity and variety. Almost all the men and women respondents argue that their job tasks allow them to use their capacity relating to their qualifications together with their own techniques.

Married respondents have tended to use their abilities and creativity and their responsibilities were more defined than the single respondents whose job tasks were more variable than married employees.

Rural originated employees are more likely to use their abilities and knowledge together with their creativity. However they are tended to have more stable and non-variable job tasks comparing with the urban originated employees.

In this research only the urban originated employees have the university or master degree and this is not the coincidence. Origin, that is the familial background, is the determinant for the future of the people

### **5.1.7 Self-Esteem**

It was difficult to understand directly the level of the respondents' self esteem. For this reason, to what extend they have contributions to the society has been asked. From this indirect question I found the possibility to determine their level of "proud of themselves" and how much they give importance to their works.

Low educated employees had self-esteem in terms of their contributions to the Turkish economy, production quality and to the family life and they were enthusiastic. The employees who were in the middle of the educational placement were likely to be happy from their jobs because of the fit between them and their job tasks.

The degree of self-esteem changes in men and women employees. Majority of women think that they have contribution to the society by producing high-qualified goods. Men underline their economic contributions to the Turkish market.

Rural originated employees have much self-esteem toward their jobs than urban originated employees, which have said that they have contributions to Turkish economy but also to the employer's financial situation.

Married employees have self-esteem and majority of them believe that they have important contributions to Turkish economy by producing high-qualified goods. Single employees are less optimistic or may be realistic about the limitations of their job: Majority of them has mentioned that they contribute only to the economy of the employer together with their parents.

### 5.1.8 Pay, Promotion and Supervision

These three dimensions were very concrete to analyze and for this reason I asked direct questions: “Do you over work? If yes, are you paid for it?”, “To what extend the salary is satisfactory?”, the ability of their income in terms of making their ends, promotion possibilities in the enterprise and level of control of the directors during their working.

Educational level is an important factor of the satisfaction about the pay. However the numeric result of the pay satisfaction is surprisingly different from the verbal statements of the respondents. Almost all the respondents are contented, especially the respondent who’s educational level are at the lowest, middle and highest range. According to my observation, there are lots of complains about the pay system and the amount of the salaries, particularly by the white-collar employees who have overwork but not over payment. High-educated respondents are most likely to be dissatisfied, because of their salary, although they have mentioned, “salary is satisfactory”. And employees who can economize the money for their future are once again the high-educated employees together with the some qualified blue-collar workers.

When I compare my salary with the salaries of my friends who are working in another workplaces I earn good enough. When I compare my income with the others I have too much money. But when I look to my spending there are some months that I am in financial pressure. I mean this subject of money is very relative. (Worker with master degree, Arçelik)

Baska is yerlerinde çalisan arkadaslarimin maasiyla kendi maasimi karsilastirdigim zaman yeterince iyi kazanıyorum. Gelirimi digerleriyle karsilastirdigim zaman çok fazla param var. Ama harcamalarima baktigimda ise parasal sikinti içinde oldugum bazi aylar var. Yani demek istiyorum ki bu para mevzusu oldukça göreceli. (Yüksek Lisans Mezunu, Arçelik)

Promotion opportunities decrease within the low educated employees who have preferred to be non-committal. However, high-educated employees

could not exactly say that people can be promoted if they are successful. Promotion is between wind and the water. When I have asked this question to them I have felt like I have touched a nerve.

Promotion...It sounds good. In order to be promoted there are unwritten rules and everything changes according to the situation. It is hard to predict my future right now. (University graduated employee, Arçelik)

Terfi...Kulaga hos geliyor. Terfi etmek için yazili olmayan kurallar var ve her sey duruma göre degisiyor. Gelecegimi simdiden kestirmek güç. (Üniversite mezunu çalışan, Arçelik)

Distance of supervision increases with the educational level. Low educated employees are controlled from the beginning to the end of the job tasks but directors interest in the consequences of the job tasks of the high-educated employees.

Almost all the women and men employees think that their salary is satisfactory and they can do more than meet their basic needs. However, when the subject is the promotion women are likely to be non-committal or to have negative opinions. Men are tended to have more chance to promote than women although the important amounts of them have critics about the promotion system.

Salary is more satisfactory for the rural and abroad originated employees because majority of them can economize money for the future and their salary meet more than their basic needs.

There are much more promotion opportunities for urban and abroad originated employees than the rural originated employees. However rural originated employees' positions have changed much more since they have been employed and they have been transferred to the qualified production processes as well as urban originated employees. However both groups have also mentioned that these transfers are not always referred to the promotion but the transfer between the different departments.

Urban originated employees are less likely to have close supervision than the rural originated employees. However they have fewer contributions to the decision taking than the rural and abroad originated respondents and they prefer the meetings rather than sharing the ideas.

Single respondents less supervision and both of the respondents were liable to work individually.

Single respondents found their salary more satisfactory than married respondents. Married employees were promoted to the more qualified jobs but majority of the single respondents were not really promoted but just their departments have changed not the quality of their works.

## **5.2 Testing Some Items of Comfort Factors Dimensions with Demographical Attributes**

Comfort factors are compared and crossed with the demographic variables in order to see the differences among different demographical backgrounds.

### **5.2.1 Working Hours**

Working hours are standardized and limited by 8 hours for the blue-collar employees and 9 hours for the white-collar employees. However the production does not stop and everything is possible at the production sector. For this reason I got different answers when I asked them how many hours a day they are working.

### **5.2.2 Travel Time**

Time, which passes on the road effect the employee's psychological and physical conditions positively or negatively, and this effect may reflect on the working performance as well as the job satisfaction level of the employee. Although it is seen as a detail, important part of the day, especially in a city like Istanbul goes on the road and this time becomes a subject of analysis. I

asked them the time of their little “voyage” and also are they getting bored during the road.

The time passes on the road shows also the economical condition of the employee. Hence, at both enterprises’ neighborhood there are shanty towns, village alike district, etc...Particularly, low educated and less paid employees prefer to live there and for this reason, their comfort factor concerning to the spent time on the roads is high than high educated employees who use to spend more than 30 minutes. On the other hand, as the educational level increases, the employment and the salary increase and employees prefer to go to work with their own cars, which shorten this distance.

Men respondents pass less time on the road than women. This difference has mainly two reasons: Firstly, women use the enterprise’s shuttle bus more often than men respondents who prefer also to drive to workplace. Secondly, the environments of the enterprises are old-line enough to have women residents who work and majority of the women respondents come to the workplace from the different districts.

Rural originated employees spend less time on the road than the urban originated employees. Hence, rural originated employees are tended to live near to the enterprises as a conclusion which remained in details of their past life. Similar to the rural areas, they prefer to have residents, which are close to their workplace. Even they can walk sometimes. They live a village life within a big city. Urban originated employees, oppositely, they live far away from the workplace.

Married employees are likely to live nearest neighborhood of the workplaces because of the economical conditions or they can also use their own cars in order to come to the enterprise. Oppositely, single respondents are living around the city center because of their relative good economical condition and their preferences concerning to be located around the city center and to their social activities.

### **5.2.3 Physical Surroundings and Characteristics of the enterprise and its management**

An open ended question, “What do you think about your physical working conditions”, is asked in order to determine the physical surroundings. It was also observable for me as I passed quiet good time in both of enterprises but it was completely different to be always at the production area and to be there from time to time.

Almost all the employees find that their working environment is good enough. After that, there are also complains about some critical points.

Respondents who are at the middle educational level are likely to have some problems about the working conditions. Hence, they are the majority workforces of the enterprise who work directly in the production. Their major problem is insufficient air condition and the noisiness of the machines.

There are also different points of view about the physical conditions of the enterprise within the men and women respondents. According to the majority of the women, main problems are the lunch, which is high in calories and the air condition. Men also find that air condition is not enough to work in comfort but their other problem is the noisiness of the machine. These differences occur because of the different employment status of the men and women employees. Men are mostly work in the production while women are tended to work in the offices.

Majority of the respondents, regardless of their demographic differences, they find that their enterprises are good at the division of labor and the distribution of responsibilities. They are aware of problems but they mention that when they think about positive facts, negative characteristics are losing their importance.

### **5.2.4 Fit between employee and employment**

This dimension was also difficult to “measure”. I asked whether they think that their work is ideal or not and is their work source of happiness for them.



While the educational level increases, employee-employment fit increases and high-educated employees are tended to have more relevant job tasks than the low educated employees. Urban originated, men and married employees are also likely to have harmony between their job tasks and their requests.

On the contrary of above-mentioned results, only the low educated employees think that their job tasks are ideal for themselves. The rest of the respondents are still searching for what they are looking for.

### **5.3 Factors concerning to Job satisfaction and Dissatisfaction**

I asked respondents to tell me three important factors, which result in their job satisfaction and I classified their answers from most important to less important and I got general three reasons for being satisfied and dissatisfied within respondents who have different demographical backgrounds.

Job itself and relations with co-workers are the first and third satisfactory factors for men and women employees. Second important factor for women employees is salary, for men workers it is the conditions at work such as transportation and other services. First unsatisfactory factor for both men and women employees is the workload. And there is nothing to be unsatisfied according to men employees. However women workers complain about the quality of work that is monotonous and boring job tasks and co-workers who are mainly men and gossip.

According to primary school graduated employees relations with co-workers, salary and the occupation itself were the three important satisfactory factors. They have mentioned that they are almost satisfied but they have complained also about the workload, infrastructure problems and the meaningless of the job tasks, which are repetitive. Employees with high educational degree have mentioned that quality of work together with the relations with work fellows and workplace itself are satisfactory. On the other hand they have explained that the quality of work, uncertain promotion path and division of labor dissatisfy them. Employees who had higher educational

degree have said that they have occupational satisfaction and they are happy because they can use their initiative and creativity. However they have stated that the salary, relations with co-workers and monotony are dissatisfactory factors for them. High-educated employees who were generally satisfied with their jobs were most likely to mention ego-related factors such as interest, variety, responsibility and competence as producing satisfaction, while those who were generally dissatisfied were more likely to mention only extrinsic dimensions.

Married employees find the relations with co-workers, quality of work and working conditions satisfactory. Although single respondents have mentioned that they are happy because of the good relations with the co-workers, they complain about the cosmopolitan work fellows, problem of trust and lack of teamwork. Single respondents are also satisfied from their salary. Majority of married people have said that there are not something dissatisfied them. However, they complain about the workload, repetitive job tasks and also salary. Except the salary single respondents have the same problems with the work place.

Rural, urban and abroad-originated employees are satisfied mostly from the same factors: Relations with work fellows, the job itself and the conditions at workplace. Abroad originated employees have added the relations with the employer; urban originated employees have added the occupational satisfaction. Majority of the respondents have mentioned that there is nothing to be dissatisfied but abroad originated employees have complained about the quality of work, not described division of labor and the relations with work fellows.

I came from the Bulgaria 10 years ago. There, I was technician. But here, I realized that my qualifications are very suitable also for doing better jobs. My duty depends on the needs of the enterprise. For example last month foreign businessmen came and I did some translations. My qualifications separate me from others but this situation can result from time to time some discomforts within my workmates. (Abroad originated worker, Arçelik)

10 yıl önce Bulgaristan'dan geldim. Orada teknisyendim. Ama burada özelliklerimin daha iyi işler yapmak için de oldukça uygun olduğunu anladım. Görevim işletmenin ihtiyaçlarına göre değişiyor. Mesela geçen ay yabancı isadamları geldi ve ben de çevirmenlik yaptım. Özelliklerim beni diğerlerinden ayırıyor ama bu durum kimi zaman iş arkadaşlarımla arasında rahatsızlık yaratabiliyor. (Yurtdışı menseli işçi, Arçelik)

The workload, quality of work and the infrastructure problems are the dissatisfactory factors for the rural originated employees. Urban originated employees share the same problems with them but also they have added the inadequate salary.

Rural originated employees have more extrinsic satisfaction than the urban originated employees who have mainly intrinsic satisfaction. Rural originated employees search the satisfaction outside of their job tasks, in their relations or in the advantages offered by the enterprise. Urban originated workers concentrate mainly to their work and they know also that they have much more possibility to be promoted comparing with the rural originated employees. For this reason in order to be successful they become less socialized.

When we compare them we see that urban originated employees are less happy from their job than rural originated employees. Rural originated people have less expectation toward the life and they believe that their life in the urban area is better in every condition, than the life in rural areas.

We have seen how the approaches differ according to the educational level, gender, marital status and the place of origin. It is difficult to say which ones are much satisfied than others. Hence, each group has advantages as well as disadvantages, which create satisfaction and dissatisfaction toward the job in the same time. It may be true to say that all the respondents are satisfied in some points. Actually they should balance their happiness and their complains in order to continue their current job. Maybe it would not be wrong to say that

they are the motivators of themselves and they try to see the positive side of working.

#### **5.4 Expectations**

To investigate their expectations was the another way to determine their job satisfaction level, because if the gap between their realities and expectations increases, the possibility of being satisfied would be almost impossible.

Low educated employees wish to be self-employed or artisan in order to earn lots of money and for being flexible and relax. High-educated respondents wish to be high-qualified employee. Their main motivators are the dynamism, attractiveness, creativity and the opportunity of promotion of the high-qualified occupations. They have tendency to take a flier for better salary. Low educated employees ask for the promotion according to the period of service, which is unacceptable for the high-educated employees.

Expectations of men and women employees differ in some points. Almost all of them have mentioned they would like to be white-collar or high-qualified employee if they could find the possibility. The reason of the most of the men respondents is to earn “lots of money”. Women respondents think that they are “reserving of white-collar works” because of their talent and abilities. Other expectations such as promotion, salary, career, etc are not influenced from the sex of the respondents.

The main satisfactory factor of the both groups is not their jobs and almost all are not in their ideal work.

Marital status affects differently the expectations of the respondents. Married respondents wish to be mainly artisan or small traders in order to earn lots of money. Single respondent's main answer is to be high-qualified employee in order to earn much more money than now and also for having more prestigious, important job. Majority of the married respondents expect the promotion according to the service period rather than performance but single respondents totally approve the promotion relating to the performance.

The rate of the respondents whose main satisfaction is their work is high within the urban originated employees but the rate of the respondents who think they are in their ideal work is high within the rural originated respondents. Rural originated employees are much likely to find their suitable jobs than the urban originated employees.

Majority of the respondents wish to be small traders or artisan. However rural originated employees have much tendency to be high-qualified employee than the urban originated employees in order to earn much more money and to be much more free and relaxed. These reasons are recognized for the urban originated employees together with the relevancy of the self-employment and the high-qualified job tasks. Rural originated employees prefer the less risky but the secure jobs which offer the promotion according to the service period and the large size enterprises. This definition corresponds to the civil servants... Urban originated employees are divided into two groups: One group prefers the good salary and risk; other group prefers less salary and less risk. Almost all of them approve the promotion, which is obtained according to the performance.

Sex of the employee creates different approaches to the work, especially in the production sector where the number of the women employees is relatively low. Women are more attached to each other than men employees and they tend to be happy because of their “economical freedom”, although their quality of work is low than men employees. Approaches of men and women employees do not change about the pay system, promotion, variety and fit between the employee and work. Majority of them have given the same answers, which will be analyzed in the next chapter by taking into consideration their positions in the work place.

Educational level affects mainly the approaches toward the job itself, salary, and relations. High educated employees become multi skilled but less socialized in the working place. Their expectations are higher than low educated employees and they know that there are always other alternatives outside of their current jobs. For this reason they have tendency of being less

satisfied than low educated employees. This result supports my hypothesis - High educated employees are less satisfied than low educated employees-together with the above-mentioned theory about the relationship between the educational level and the job satisfaction level.

Married employees are more faithful to the enterprise than the single employees. For this reason, they are also preferred by the employer because of their immobility and they are more likely to be promoted and attached to the work place. In the case of the emergency, according to the informal information, first ones to be discharged are the single employees. Hence they are seen insecure and less liable to the enterprise. Their **turnover rate** is always high and they are always searching for a better place because they have not so many things to lose comparing with the married employees.

## **CHAPTER 6**

### **JOB SATISFACTION RELATING TO THE EMPLOYMENT STATUS**

Every employee has a different job tasks and duties in a workplace according to his/her educational level, abilities and occupation. This differentiation creates division of labor and also employment status named white and blue-collar employees. The nature of the work varies with the employment status and as a consequence, the level of job satisfaction is highly dependent to it.

Arçelik's qualified and some of the unqualified blue-collar workers are bureaucratic workers. The rest of the respondents are within the traditional proletariat. Sürtaş's blue-collar workers are community-oriented while Arçelik's blue-collar workers stay between the job and community oriented worker type. In Arçelik, there are mainly old defensive blue-collar employees and white-collar employees who are colluded or capitulated according to the situation. In Sürtaş, blue-collar workers are defensive while the white-collar workers are capitulated.

Blue-collar workers have more experiences than white-collar workers. However, this does not have always-positive meaning. Only blue-collar workers mentioned that they have lost their previous jobs because of the economic crisis. Hence, they can be replaced with others or the administration can economize from the number of the blue-collar workers in the case of "emergency", instead of qualified, high-educated employees. Main reasons for leaving the previous workplaces, after the economic crisis, are military service and find a better job.

## **6.1 Testing Some Items of Job Components Dimensions with Employment Status**

In this research, the effects of different employment status on the job satisfaction level will be figured out according to Locke's job satisfaction model. I used employment status for the distinction of blue and white-collar workers. However, although some respondents, especially blue-collar workers, had same status, quality of their works was varying according to their abilities and the department that they were working. For this reason I also classified blue collars as qualified and unqualified according to the works they are doing.

### **6.1.1 Reward**

Reward is an important part of the administration policies which aims to have high profits with low costs and for this reason it is inseparable from the administrative structure that precise the type of the rewards.

Almost all the white-collar employees do not argue positive or negative effects of the rewards because of their employment status; because rewards aim to motivate mainly the blue-collar employees. Majority of blue-collar workers, after the respondents who do not mention anything, think that reward system motivate people. Most of the white-collar workers who give the response, say that rewards simplify the teamwork and increase the loyalty between workfellows but only for the blue-collar workers. Although white-collar workers cannot take advantage of reward system, the positive effects of it, especially increased teamwork, simplify their job tasks. The reason of this indirect advantage is the position of the white-collars who instruct the blue-collars.

Last month the thing, which will decrease the production cost, came to my mind. I said it to my technician as I cannot give the proposal and he gave the proposal as if he found. He gained 1 milliard Turkish lira and he thanked me very much. I am glad on behalf of him but this was my idea...(White-collar worker, 29 years old, man)



Geçen ay üretim maliyetini düşürecek bir fikir aklıma geldi. Ben öneri veremediğim için bunu teknisyenime söyledim ve o da kendisi bulmuş gibi öneriyi verdi. Bir milyar türk lirası kazandı ve bana çok teşekkür etti. Onun adına mutluyum ama bu benim fikrimdi. (Beyaz yakalı işçi, 29 yasinda, Erkek)

According to white and qualified blue-collar workers, negative effect of the reward system is the antagonism between workmate and the popular belief about the rewarded person or team, that is, “for being rewarded one must be close to the administration and have good relations with them”. For the unqualified blue-collar workers the reward system creates jealousy, which injures the solidarity and decreases the importance of the individual when the reward is given to the team. Actually, the reason of unhappiness is not the “unconsidered individual” but the money, which will be shared among the team member, because they mention that reward without money, does not have a sense.

Majority of the qualified blue-collars mention that they are rewarded by the rise of the salary but their salary rise is depended to the collective agreement as same as the unqualified blue-collar workers. The crucial point here is that the qualified blue-collar workers are seen themselves different from the unqualified blue-collar workers and they are close to the white-collars, they work mainly in the offices with white-collars and they do not have strong relationships with the trade union that they are registered. The real answers are given by the unqualified blue-collars: They are rewarded only by the “good words”. They do not have to show good performance in order to get the rise of salary because the trade union sees about the rise of salary instead of them.

### **6.1.2 Interest**

Work is a survival obligation for the majority of respondents. Self-satisfaction is an important factor for Arçelik white-collar workers, as well as protection and development of the quality of life. Working for the development of the technical knowledge is another reason for Arçelik white-collar workers.

Arçelik blue-collar workers, especially unqualified blue-collar workers think that working is a social responsibility. It can be argued that as the position in the firm increases individualistic reasons for working increase. People search for external reasons for working while their abilities in the firm are not used. They are looking for meaning of being working not within their working area but at the outside.

Meaning of the work refers to satisfaction as well as dissatisfaction. For instance, if a person finds his work creative it means that he finds a meaning in his job. Or a person can find his job meaningless because of unknown contribution to his work. However, a work has always a meaning, at least it means earning a living. The personal reasons of the respondents are earn money, being able to look after a family and play a good “father” especially for unqualified blue-collar workers. Hence, majority of them works in assembly line and they cannot expect anything else except from the money. Self-satisfaction and social advantages are mentioned by the majority of white-collar workers as reasons of working. However, meaning of work varies with 3 factors: type of occupation (skills used), industry (use to which the skills are put) and status (position in the employing organization or in a society). Type of occupation determines the task variety, which refers to the richness of the job tasks together with the skills used for the job. When skills are variable, monotony decreases and this situation creates the task identity. Type of the industry designates the task identity, which is the degree to which the job requires completion of a “whole” and identifiable piece of work. It is to do a job from the beginning to the end with a visible outcome. This involves also the greater skill variety as well as task identity. Status is related to the task significance, which is the degree to which the job has a substantial and perceivable impact on the lives of other people. For instance, in this research, to work on the production of washing machine adds more meanings to employee’s work than whose work is to stick labels on the metal shelves.

There are different interest levels among the different employment status. Majority of the white and qualified blue-collar workers think that their

works are related to their occupation and education. However unqualified blue-collars mention that they do their current job tasks because of the obligation and earn money. White and blue-collar workers are employed according to their occupation and education because their job tasks require the specialty at one subject. While white-collar workers begin to have qualified job tasks from the beginning of their employment, the qualified blue collars have to work as unqualified blue collars until they gain the necessary experience. For this reason, unqualified blue-collar workers, although their background is enough to have more qualified job tasks, have more routine job tasks.

Almost all the employees think that they practice on the task that they have been educated, the job tasks satisfy them, and their current job tasks are attractive and creative. Some unqualified blue-collar mention that there is not another alternative and their job tasks are monotone. The real situation, that is the non-creative job tasks and obligation are said only by few people. I think that the firm's image effect not only the customers but also and firstly the employees

White-collar and qualified blue-collar workers are tended to leave their job if it would not suit their interests but unqualified blue-collar workers consider mainly their familial responsibilities and they mention that they would not leave their workplace because of the lack of alternatives. From these different point of views we can say that white and qualified blue collar employees are more likely to be individual and interest oriented because of their confidence to their qualifications. For the unqualified blue collars interest is far away from being primary factor of their working life.

Not both enterprises' white and blue collars have the same answers. Sürtaş's white-collar workers answered that there is not alternative and there is also an economic crisis. Arçelik's white-collar workers had or seemed to have self-confidence and most of them said without hesitation that they would leave their job because their job tasks would not satisfy them. Sürtaş and Arçelik's qualified and unqualified blue-collar workers said that they would leave in the condition that they could find better job because they have familial

responsibilities. However important part of the qualified blue-collar workers of Arçelik had the same courageousness with the white-collar and they declared that they would not stay in a workplace where their job tasks do not satisfy them. Psychological situations have been mentioned only by few white-collar and unqualified blue-collar workers of Arçelik. These different approaches among the employees who have same employment status in different enterprises will be explained with the relation of the size of the enterprise in the next chapter.

### **6.1.3 Degree of Challenge towards Response to the Demands of the Employer**

The challenge level shows the behavior of the employees in the workplace and also their real status. However the results of the research are the opposite of what I was expecting. There are not different approaches among the different employment status. Neither white-collar employees, nor blue-collar employees can refuse the private services of their directors, although they mention that they can express their ideas without hesitation.

### **6.1.4 Autonomy**

Autonomy level and its perceptiveness differ within the different employment status. White-collar employees are tended to have more autonomy and independence in the enterprise than the blue-collar employees. This is the natural result of the duties' classification.

On the on hand, majority of blue-collar workers think that mistakes done in the workplace should not be undertaken by workmates. On the other hand, white-collars are likely to share the mistakes done by individuals. This result proves once again that white-collars work mainly by teams and this way of working changes also their attitude toward the workmates. Additionally, there are differences between qualified and unqualified blue-collar workers in terms of autonomy because qualified blue-collars are close to the white-collars.

The white-collar workers are more likely to take decisions by themselves than blue-collar workers. However, in this point, “decision” should be interrogated. Hence, “to do feasibility and choose the best land for the construction of the factory” and “to choose one of the tools, which is more suitable for screwing” are both decisions; which is important in taking decision is the capacity of using the abilities and initiative.

Although the majority of the respondents assist to the decision taking, Sürtaş’s unqualified blue collars argue mainly the opposite argument, whose the reason will be discussed in the next chapter.

Foreman and supervisors conditions are problematic. These are qualified blue-collar workers. Some of them have entered to the new organizations and some of them have become simply workers. Roles of the engineers, managers have also reduced but these qualified blue-collar workers found them in wrong box, because they have remained in the middle, as the ‘marginal man’ of the industry. They control all the processes but they are out of the decision-making process. In this research technicians correspond to the supervisors who are said to be undervalued. There are some Arçelik blue-collar workers whose occupations are related to the qualified job tasks. Hence they have necessary abilities for doing white-collar jobs and their costs to the enterprise are low than white-collar workers. Although they do some of the white-collars’ job tasks they are still blue-collar workers. They do not complain about this situation because they have more prestige and comfort than others.

White-collar workers of both enterprises tend to work in team but the qualified and unqualified blue-collar workers work individually although each of them is the part of one job task. Hence, white-collar workers work on the project with their team and blue-collar workers practice these projects individually without feeling responsible from a workmate’s mistake. On the one hand they mention that they share the information with their workfellow and the other hand they afraid from each other behind the curtain. This result shows that blue-collar workers seem to be in interdependency but they are opponent because of the nature of their work. To replace the non-existence of

one blue-collar worker is easy because they are numbers outside of the enterprise for having such a job.

Almost all the respondents mention that they inform themselves of other job tasks in the enterprises. In Sürtaş, employees know everything in general because they work in a big area all together and they can even see the all the step of the production. In Arçelik, white-collars know almost everything because they work in the assembly lines as well as in the offices about the production processes, investments, etc. Other workers know especially the job tasks that they have done before coming to their current workstation.

#### **6.1.5 Relations with co-workers**

Employment status is expected to change the social relations in the workplace but the research results show that attitudes toward workmates do not depend on the collar of the employees. Almost all of the respondents mention that solidarity and teamwork are important than the individual benefits.

However, when the subject is to protect individual benefits the situation changes. Only majority of the unqualified blue-collar workers tend to act together in order to protect their own benefits. Rest of the respondents prefers the individualist actions.

Respondents trust to each other in different ways. White-collars trust to their friends and workmates while qualified blue-collar workers trust to almost everyone. Unqualified blue-collars prefer to trust to their friends. This difference shows that qualified blue-collar workers have different position, bridge between the white and unqualified blue collar workers and for this reason they have to have good relationships with almost everyone. Or we can say that, once again, qualified blue-collars are close to the white-collars and also their ways of act in the workplace are very similar to those of the white-collar workers.

There are also different attitudes within the same employment status, which will be explained, in the next chapter.

#### **6.1.6 Use Abilities, Creativity and Variety**

Both in Sürtaş and Arçelik, white-collar workers do more than more job tasks; that is their job tasks are multifunctional and faraway being routine. On the other hand, the majority of blue-workers, both unqualified and qualified, are thinking the same. However, the crucial point is the different understanding of the work variety. White-collar workers work in the multiple job tasks because of their multi-skills. Blue-collar workers work in the multiple routine job tasks, and this situation does not mean that they use their abilities. This difference shows also their expectations toward the work but they are rather subjects of job rotation but not the variety. The blue-collar workers, even in the assembly line, they have some kind proud of “doing a multi-functional job task”. The majority of the respondents are saying also that they use their own techniques, but once again this sentence is actually recognized by the white-collar workers. The blue-collar workers are controlled by white-collars and they carry out the instructions of the white-collar workers.

#### **6.1.7 Self-Esteem**

Almost all employees think that they express their ideas when there is something wrong. However, it is known that this is the question of self-esteem, and unfortunately the exact answer will be left hidden until an action, which can show the ability of express him/herself, will be observed. From the unqualified blue-collar workers to the white-collar workers almost all the employees find their job tasks are useful for the society in terms of economical contribution. Contribution of the job tasks to the family life and contribution to the society by the high quality goods are mentioned mainly by the unqualified blue-collar workers. This situation is expected because they have strong familial relationships and their works are very important for the survival of their families. Another point, they work in direct production and they find important the quality of the products, which are marketing, to the society.

### **6.1.8 Pay, Promotion and Supervision**

Majority of the respondents from every employment status find their salaries satisfactory but the dissatisfaction tendency increases by the decrease of the employment status, which is expected.

Most of the employees' positions have been changed since they have been employed. From their answers, it is understood that the change is related to the promotion because there are blue-collar workers who passed to the departments where qualified job tasks are done. For the majority of the white-collar workers change within the departments is not related to the promotion but rather the change of the department without a promotion.

Blue-collar workers are supervised from the beginning to the end of their job tasks while white-collar workers are checked time to time. This is the expected result, which shows the different employment status.

## **6.2 Testing Some Items of Comfort Factors Dimensions with Employment status**

There was a not significance difference within point of views about the physical surroundings. For this reason there will not be a part about it.

### **6.2.1 Working Hours**

Although the working hours are fixed there are differences between white and blue-collar workers. As the blue-collar workers, except from those who work in Sürtaş, have membership of trade union, they work 7 hours per day and they overwork officially only 3 hours and they are paid for it. White-collar workers work 9 hours per day but they overwork without being paid. We can say that conditions of the blue-collar workers who are member of the trade union are better than the white-collar worker's situation.

### **6.2.2 Travel Time**

Travel time is long enough for the majority of the white-collar workers; because they live at the center of the city. Blue-collar workers as they live near



to the factory; they do not spend so much time for coming to the workplace. This is not only required by their economical conditions but also by the working conditions, which include night shifts.

Majority of the respondents reach to the workplace by the firm's vehicles. The things that they do within this time differ from status to status. Majority of the white-collar workers the time that is passed on the road is boring and it is waste of time. Qualified blue-collar workers find this time short as they live near to the factory. Unqualified blue-collar workers think that the time passed on the bus is not so important because they find the opportunity for talking to their friends.

### **6.2.3 Characteristics of the enterprise and its management**

Arçelik's blue-collar workers seem to have more training than white-collar workers; this difference is resulted from the education level of the blue-collar workers and the politics of the firm. In Arçelik, blue-collar workers try to fill the gap between them and white-collar workers by taking additional training, especially the managerial training. However there are contradictive points of views about the training:

I took some training before doing this job. Because there was some details that I should know. You can ask me what is the importance of putting user manuals into the bags and I can answer immediately. User Manual is very important, it is the written brain of the machine and I am checking all of them and I have a little share in the matter of using the machine properly and I have proud of it. (Unqualified blue-collar worker, woman, 22, Arçelik)

Bu işi yapmadan önce birkaç eğitim aldım. Çünkü bilmem gereken bazı ayrıntılar vardı. Bana kullanma kılavuzlarını poşete koymanın ne önemi olduğunu sorabilirsiniz ve ben de size hemen cevap verebilirim. Kullanma kılavuzu çok önemlidir. Makinanın yazılı beynidir ve ben onların hepsini kontrol ediyorum, makinanın doğru kullanılmasında küçük bir payım var ve bununla gurur duyuyorum. Kalifiye olmayan mavi yakalı işçi, kadın, yaş 22, Arçelik

Most of the trainings are formalities, such as TPM. Only few people profit from this opportunity. Don't look at the assembly-line workers! The thing that they say training is the orientation program. (Qualified Blue-collar Worker, man 36 years old, Arçelik)

TPM gibi pek çok eğitim formalite. Sadece az bir insan bundan yararlanabiliyor. Bantta çalışan işçilere bakma! Onların eğitim dedikleri oryantasyon programı. Kalifiye mavi yakalı işçi, erkek, yaş 36, Arçelik

There is no housing benefit. Every blue-collar worker has to be a member of the trade union, which is determined by the company itself. Others who do not be registered to this trade union but one another are fired immediately. Role of the trade is to guarantee the social and welfare but mainly it is like a part of the company. Its activities are limited by the company's benefits. It is far from being a real trade union but rather a bridge between the workers and management. For employment involvement there are suggestion box and proposal form. The company does social science insurance contributions regularly and very strictly there is also private health insurance benefits. At Sürtas conditions are quite different: pay system is based on basic wage. Only engineers, their number 3, gain good enough. Local school leavers, primary school graduates are majority. Only engineers are university graduates. There is also nepotism. Training is –limited by foremen experiences explained to new comers. Only engineers and accountants have the training facilities even in abroad. Social insurance contributions are paid for the white collars at minimum level. Others are not insured. Only the workers, who work in dangerous job tasks such as press station, have the social insurance. There is no housing and trade union membership on the whole. Relations are very informal and open.

The majority of both firms' employees do not number the seconds. This situation shows the speed of production and the hard workload.

### **6.3 Factors concerning to Job satisfaction and Dissatisfaction**

Reasons of work satisfaction and dissatisfaction explain the degree of fit between the content and organization of the work and the needs of employees. According to some researchers, for skilled factory workers and craftsmen, intrinsic satisfaction with the work is the involvement of the job to the completion of a whole product. Assembly line workers want to control to some extent the pace and methods of their work. Variety of operations, friendship in the working group are another source of satisfaction to both factory and office workers. When the proportions of satisfied workers in different occupations are compared, more satisfied are found at the higher levels of skill in each group. Social interactions, insecurity in a job, autonomy in the work, permissive supervision, being consulted in advance about changes in work processes are important sources of job satisfaction. To be creative creates 100% satisfaction in the job. Hence, a worker uses his skills, his brain, his labor on his own and sees the result and the product belongs to him, as an unique thing and he does not feel the alienation.

Using skill, working wholeheartedly, using initiative, having responsibility, mixing with people, working with people who know their job are the main themes of satisfaction that people gain from their work. Doing repetitive work, making only a small part of something, doing useless tasks, feeling a sense of insecurity, being too closely supervised are some main factors of dissatisfaction.

When the factors, which unsatisfied the employees, have been asked most of them answered that there is nothing to be unsatisfied. However they have also mentioned that quality of work and overwork are the important problem. Infrastructure problems and limited private life outside the working place are not the problem for Arçelik's white-collar workers. Main problems are the relation with co-workers, salary, and meaningless, limited promotion opportunities for the white-collar workers of Arçelik. In Sürtaş, white-collar workers are not happy from the overwork and infrastructure. Overwork quality of work and non-described division of labor are the main problems of the

Arçelik qualified blue-collar workers. Infrastructure is very problematic according to the Sürtas's qualified blue-collar workers. On the one hand, quality of work, infrastructure and overwork are important problems for the unqualified blue-collar workers of Arçelik. On the other hand, Job security, infrastructure and overwork are important factors of job dissatisfaction for the Sürtas's unqualified blue-collar workers.

Most important factors of the job satisfaction for the employees are the work itself, relations with co-workers and conditions at work. However these factors differentiate according to the position and the enterprise of the employees.

Although team work allows to find more easily the right answers, to be more creative, to take greater risks and provides more opportunity for stimulation together with the much greater control over the work, it is not the subject of the job satisfaction for the Sürtas's white-collar workers, neither creativity and contribution to the work, nor the relation with co-workers. Occupational satisfaction, being in the brain team and the job itself are the essential factors of job satisfaction for the Sürtas's white-collar employees. In Arçelik, white-collar workers, as expected, do not mention the relation with the director as a factor of the job satisfaction. Job itself, creativity and the relations with co-workers are the essential job satisfaction factors for the Arçelik's white-collar workers.

Able to work, job itself, working condition salary and teamwork are not the important factors of job satisfaction for the Sürtas qualified blue-collar workers. Occupational satisfactions, being in the brain team, autonomy, creativity and employer-employee relations are the main job satisfaction factors for the qualified blue-collar workers of Sürtas. Relations with co-workers, the job itself, able to work are the main job satisfaction factors for the qualified blue-collar workers of Arçelik.

Unqualified blue-collar workers of Sürtas do not mention the creativity and autonomy as important factors of job satisfaction. Hence they do not have the possibility of using their ability and their job tasks are repetitive and

monotonous. Both Sürtas and Arçelik's unqualified blue-collar workers are happy mainly from the relations with co-workers, from their job itself and being working. They have strong and close relationship with each other because they are not only co-workers but also neighbors. They try to fill the gap between them and other qualified workers with their solidarity and cooperation.

#### **6.4 Expectations**

In order to let them make brainstorm I have asked also their "ideal work". Majority of them wish to have a good salary but not the venturesome jobs. Their jobs should give them opportunity of promotion when they show good performance. However blue-collars, as their performance are not considered, they want that their employment period should be taken into consideration in terms of promotion. Almost all the respondents expect the carrier opportunity from their work. They wish to have prestigious and large size workplace. The size of the enterprise is not important for white-collars comparing with the blue-collars. Hence they know that they have always advantageous for protecting their rights and status. Majority of Arçelik's blue-collars do not request less working hours although they have overwork problems. They are motivated for working and earning more.

White-collar workers are more conflicted toward the company. They are defensive because they are alone, without having support behind them. They have anxiety because of the competition and similar targets with co-workers.

White-collar workers may share the feeling and conditions of assembly line workers by being chained to a desk. Same monotony, boredom waits for both of group of workers. White-collar works seem more human and released and give to the workers feeling of being individual, not a number on a card as the factory does. However, these differences are just simulation or short dreams from which a person will awake soon. Hence big offices are as

inhuman as factories. Furthermore boredom and monotony are characteristic of all level of employees from the top to the bottom.

## CHAPTER 7

### JOB SATISFACTION RELATING TO SIZE OF THE WORKPLACE

Size of the firms depends on products. If a firm produces products which are difficult to standardize such as jeweler, hand-made carpets and the like, if it produces different products at each time, such as Srtas, it means that it is a labor-intensive firm and its size is almost always small or medium. On the other hand, if a firm produces standardized products such as washing machine, as in the Arelik case, it is capital-intensive firm and it should be large in size in order to produce in large amount by reducing per-unit costs.

There is always a better place to work according to Srtas's employees but for Arelik's employees this is not true; they work in the one of the "best" enterprises of Turkey but this "perfect" situation gives them despair rather than happiness.

You can be surprised but I would like to change my job. But there is nowhere to go because here is the best...(White-collar, 29 years old, man, Arelik)

Sasirabilirsiniz ama isimi degistirmeyi isterdim. Ama gidecek hibir yer yok nk burasi en iyisi... (Beyaz yakali ii, 29 yasinda, Erkek, Arelik)

The administration does not want to share the profits with too much employees and the number of employees do not change although the production rate increases day after day.(White-Collar Worker, 32, Arelik)

Ynetim kari ok fazla sayida alisanla paylasmak istemiyor ve retim oranlari her geen gn artmasina ragmen alisan sayisi degismiyor. (Beyaz yakali ii, 32, Arelik)

Managers chose the best and these chosen people do not do any mistake and show good performance. In this situation everybody is happy. Why should they leave such a firm, in such a time? (A Blue-Collar Worker, 42, Arçelik)

Müdürler en iyileri seçiyorlar ve bu seçilmiş insanlar hiç bir hata yapmıyor ve iyi bir performans sergiliyorlar. Bu durumda herkes mutlu. Neden böylesine bir şirketi böyle bir zamanda terketsinler ki? Mavi yakalı işçi, 42, Arçelik

## **7.1. Testing Some Items of Job Components Dimensions with the size of the enterprise**

### **7.1.1 Reward**

Small firms are seen as offering higher satisfaction compared to large firms in terms of social relations, work variety, feedback and detailed knowledge about the firm and products. In small and medium size firms, workers deal with work tasks and social relationships and try to find out a work environment, which can be fitted into it. As the survey has shown, in small and medium size firm there is not a reward system as in the large size firm but it offers opportunities for job involvement and socially, psychologically satisfying relations with others. Conversely, large firm offer great extrinsic rewards, monetary and material, but low level of intrinsic rewards. In large firm, those who define work instrumentally and seek the intrinsic rewards mainly in non-work sectors of life are happy. Small and medium size firm's workers salary is less than large firm's worker but their expectations are also lower. In addition to this, lower status workers are focused to stress more on the importance of money as the principal reward. The overall intrinsic and extrinsic satisfaction are related to different expectation in relation to intrinsic and extrinsic rewards and different potential of small-medium size and large firm environments to meet these expectations.



An organizational reward system encourages employees to increase their share of the lot, to develop their potential as fully as possible, to use their potential to benefit the organization or the team they are part of as well as themselves (Roth, Praefer, 1989). However, the conflict and political atmospheres, the machine-like repetitiveness and lack of challenge make the work unrewarding.

There is not reward system in Srtas. Actually, it is simple-mindedness to ask for the reward system in a workplace where the majority of the blue-collar workers do not have the social security. In Arelik, rewards are given both of the individuals and the work teams.

Srtas's employees are rewarded by the rise of their salary when they are successful and show good performance. Arelik's employees are divided into two groups: There are employees who are rewarded by the rise of the salary and grade and there are also employees who are rewarded only by "You have done good work men!" This difference is resulted from the performance appraisal. If their performances are not "enough" for the rise, directors say "good words" in order to motivate them. But "Good words do not feed people". Srtas's employees situation varies:

Here they don't do anything special for our performance.  
We get our salary rise once a year according to the inflation rate. (44 years old, man, Srtas)

Burada performansimiz iin zel bir sey yapmiyorlar. Maas zammimizi enflasyon oraninda yilda bir kere aliyoruz. (44 yasinda, Srtas)

Srtas's employees are not lucky as Arelik's employees because they are not registered to a trade union and their rise of salary is dependent to the initiative of their director.

### **7.1.2 Interest**

In Srtas majority of the employees think that they are practicing their occupation while majority of Arelik's employees mention that they are in

their current position because of the obligation. This difference supports the idea that small and medium sized enterprises use their workers' abilities more than large size enterprises. First and most important reason is that the workforce of the small and medium size enterprises is limited and it is very important to find and employ the right people for the right job tasks.

Although employees have same employment status the size of the enterprise affects the interest level and the approach toward the job itself. In Sürtaş qualified workforce feel the insecurity and although they are qualified enough they cannot confident to their self in terms of finding a better jobs. However in Arçelik, almost all the employees, except the unqualified blue collars they keep in mind the possibility of finding better jobs. We can say that large enterprises have complex procedure of recruitment and they are sensitive enough for selecting the best candidates and this situation allows the employees to have self-confidence.

### **7.1.3 Degree of Challenge towards Response to the Demands of the Employer**

Majority of the respondents believe that they have economic contributions to the society by the products, which are imported. However one group says that they work only for the employers and make them rich. This point of view is common among the unqualified blue-collars of Sürtaş. Arçelik's unqualified blue-collars are "proud of themselves" because they are the ones who produce the high quality goods. This positive atmosphere is the success of the firm policy, which tries to establish sense of belongingness.

Except the unqualified blue-collar workers of Sürtaş, all employees said that they would help their directors for the personal affairs even in weekends. Why only the unqualified blue-collar workers of Sürtaş tend to protect their private life?

I work here sometimes 10 hours per day. I don't have time even for my children. During my off days I just sleep and go for shopping. How can I say I am going for my boss to my

family who see my face from night to night? (Unqualified blue-collar worker, age 30, Srtas)

Bazen burada gnde 10 saat alisiyorum. ocuklarım iin bile zamanım yok. alımadığım gnlerde sadece uyuyor ve alisverise gidiyorum. Yzm geceden geceye gren aileme nasıl patronum iin gidiyorum derim? (Kalifiye olmayan mavi yakalı işi, yas 30, Srtas)

Before asking a personal service he should give our social insurance right! (Unqualified Blue-collar worker, age 21, Srtas)

Kisisel bir hizmet istmeden nce bizi sigortalaması lazım! (Kalifiye olmayan Mavi Yakalı İşi, 21 yasında, Srtas)

Why he would ask such a thing from me? He doesn't know me personally and he wouldn't ask anything from one of us. (Unqualified Blue-collar worker, age 24, Srtas)

Neden benden byle birsey istesin ki? Beni sahsen tanımaz ve bizden birinden hibir sey rica etmez. (Kalifiye olmayan Mavi Yakalı İşi, 24 yasında, Srtas)

These answers contradict the “small is beautiful”. Social relations and security are not well established in small and medium size enterprises and the processes are not legalized enough. The gap between the blue-collar workers and white-collar workers is larger than the large size enterprises. The large size enterprises should follow the legal procedures because they are always in evidence and they try to “humanize” the working places in order to be modern and get the necessary international certificates.

Same atmosphere can be found out in the answers of decision taking: All the employees of Arelik mention that they have direct contributions in the decision taking through the meetings which are held every Monday morning. However, these meetings are just for feedback and declaration of the ideas.

Actually, only white-collars give forth about the projects and all the decisions are taken by directors. Others carry out the decisions. Although the reality is different, Arçelik's workers believe that they are taken into account in decision taking. Sürtaş's workers are realistic and they know that decision taking is the act of directors. This difference between these employees is not the subject of being aware of the process but the subject of the openness of the organization. There is so-called equality in Arçelik but there is hierarchy in the organization as well as Sürtaş. One hand, hidden hierarchy seems to be dangerous. On the other hand it has positive effects, because employees believe that their points of views are worthy. As a result, Arçelik employees are happier than Sürtaş's employees.

#### **7.1.4 Autonomy**

According to Salaman (1970) there are formal and informal controls in work relationships. Formal controls have 3 forms: control over direction which regulates the place and status of every worker, control over the content of relationships which makes clear the limits of every employee's authority and the extent of the rights, control over decisions and choices making which control all the decisions and choices bureaucratically or-and technically (a.g.e., pp.27-28). These control mechanisms obstacle the flexibility participation in workplace and they are not always effective. However, the critical point is that for whom it should be efficient.

Formal controls, which have been defined by Salaman, exist clearly in Arçelik where there is not only division of labor but also division of control. Control of direction is defined by the Human Resources department. Control over the content of relationships is practiced by the employees themselves who know where and when to stay and stop. Control over decisions and choices making is applied only by the general management. In Sürtaş all these controls belong to the boss. Informal controls' structure is complex as well as division between the working groups, which are not always homogeneous because of their nature of morality. Requirements are formal but what happens in the

factory is not clearly known and has an informal nature. The informal structures of work organization are more significant and efficient than actual organization. For relations in the work organizations are related to culture, tradition of employees shared values, interests, and degree of trust and independent in a sense from the regulations.

Employees in Srtas, especially the unqualified blue-collar workers have less autonomy. The reason is their qualifications and also the administrative policy of the enterprise. As Srtas is not an institutional workplace, the power is in the hands of the boss and the others do not have to have autonomy.

The responsibilities of white-collar workers are not clearly defined in Srtas. Hence, they are doing all the qualified job tasks, including the picking-up the employees:

The boss has bought a minibus and gave me. Each morning I pick up the people. This does not disturb me. I am like a person from the family and I do everything, which I can. In return boss trusts me. I work hard enough but I am happy. Who can say that I am the manager of this factory? I have good relations with everybody because I am working with them, different from the typology of a manager. (28 years old, white-collar, Srtas)

Patron bir minibs aldı ve bana verdi. Her sabah insanları alıyorum. Bu beni rahatsız etmiyor. Aileden birisi gibiyim ve yapabildiğim herseyi yapıyorum. Bunun karşılığında patron bana güveniyor. Yeterince ağır çalışıyorum ama mutluyum. Kim benim bu fabrikanın mdr olduğumu söyleyebilir? Buradaki herkesle iyi ilişkilerim var, çünkü bir yönetici tipolojisinden farklı olarak onlarla beraber çalışıyorum. (28 yaş, beyaz yaka, Srtas)

#### **7.1.5 Relations with co-workers**

Almost all the respondents believe that humanistic side of the company is important and an enterprise cannot be successful without giving necessary importance to its employees.

Almost all the employees protect their benefits by using individual methods. Only Arçelik's unqualified blue-collar workers prefer to act together. They are organized workforce and they trust their trade union when a problem occurs and also each work group has team leader, which is elected by them in order to send word to the administration. I was expecting that Sürtaş's unqualified blue-collar workers were as much as organized but after the conversations with them I understood that they do not trust each other because personal relations with administration are decisive in terms of permanency, they are alone and their personal benefits are limited with having their salary at the right time and being working.

Trust attitudes of the employees' changes according the enterprise's size. In Sürtaş employees are likely to trust only to their friends, while Arçelik's employees are also likely to trust to their workmates.

Sürtaş's white-collar workers tend to trust only their friends. In Arçelik white-collar workers are divided into three parties: which trust co-workers, which trust their friends and which trust no body. In Sürtaş, white-collar workers work more individually than in Arçelik and they are unique in their position. However, in Arçelik there is antagonism between white-collars because of the mass of the highly qualified workforce. In one sense, they should trust others because they work in teams; in another sense, they should be careful when they share their ideas, which can be "stolen" in the name of good performance and salary rise. In Arçelik, performance appraisal is done once a year and the rate of the salary rise is determined individually. They work in teams during the year but their performances are appraised personally. This conflict leads to trust problem and confused relationships among the white-collars. Qualified blue-collars of Sürtaş trust only their friends or nobody. Their situation in the organization is distasteful for unqualified blue-collars and they are seen as "subservient" because of the vertical organization where there is a strict hierarchy. Arçelik's qualified blue-collars mention that they trust almost everyone and their co-workers. This peaceful atmosphere results from the horizontal organization where authorization and

responsibilities are shared out. Unqualified blue-collars of both enterprises tend to trust only their friends. Their workmate become their personal friends within a period.

These results do not support my hypothesis about the high solidarity in small and medium size firms. As the size of the enterprises get smaller employees tend to feel insecurity. It is the situation of “being between lips of the boss”. For this reason, employees of small and medium size enterprises are rival than workmates and cannot create strong solidarity between them.

#### **7.1.6 Use Abilities, Creativity, Variety**

Nearly all the respondents' job tasks allow them to use their abilities and knowledge. This is exactly true for the white-collar employees, who are practicing what they have learned at the university. Sürtaş's unqualified blue-collar workers bring another approach: “We are doing what we can do”. Arçelik's unqualified blue-collar workers do less unqualified job tasks regarding to their education and vision and they hope to be promoted as soon as possible. This is the one dilemma of the large enterprises: People less than high school degrees are not employed even for the routine job tasks and it is difficult to satisfy them.

The employees in Arçelik mostly think that they have found the opportunities for practicing their occupation and for this reason they say that they have reached to their ideals in terms of work. In Sürtaş, there is tendency for being self-employed, rather than working for a person and they are far away from their ideals.

#### **7.1.7 Self-Esteem**

There are different esteem degrees within the two workplaces. In Sürtaş respondents are divided mainly into two groups. One group thinks that they contribute to the Turkey's economy. Another group mentions that they contribute only to the “pocket” of the employer. In Arçelik, majority of the respondents find their jobs important for the Turkey's economical benefits.

### 7.1.8 Pay, Promotion, Supervision

In Srtas, the payment satisfaction increases as the qualifications of the employees decrease.

Sure the salary is satisfactory. Thank God! In my neighborhood there are lots of women who want to be in my place. I don't expect too much. Here is very near to me. I am woman with children. I cannot go too far away for earning money. (Srtas, Woman, 26 years old, an unqualified blue-collar worker)

Tabii ki maas tatmin edici. Allaha skr! Mahallemde benim yarimde olmak isteyen ok kadın var. Ben ok fazla bir sey beklemiyorum. Burasi bana ok yakın. Ben ocuklu bir kadınım. Para kazanmak iin ok uzaklara gidemem. (Srtas, Kadın, 26 yasinda, kalifiye olmayan mavi yakali işi)

In Arelik, nearly all employees are satisfied from their salary. Arelik's qualified and unqualified blue-collar workers' incomes are enough to make more than their basic needs and to save money. Hence, they are member of the trade union and their salaries are increased regularly by the collective agreement.

When the income level is asked, there are 3 different responses given by Srtas's white-collar employees. One of them mentioned that the salary meets his basic needs because he lives by his own. Second one mentioned that his income meets more than his basic needs because his wife is also working. Third one can save money for his future because he is living with his family. Arelik's white-collar workers mentioned mainly that their incomes meet more than their basic needs and also they can save money. Although Srtas's qualified blue-collar workers' salaries are more than unqualified blue-collar workers' salaries, surprisingly their incomes meet only their basic needs. "The secret" of the unqualified blue-collar workers is the income pool as it is mentioned as below:



In our family 4 people work: My father, my sister, my mother and me. I don't earn too much money by myself but when our salaries band together, it makes sense. (Unqualified blue-collar worker, 23 years old, male, Srtas)

Ailemizde 4 kisi alısiyor: Babam, ben, kız kardesim ve annem. Tek basima ok kazanmiyorum ama maaslarimiz birlesince bir seye benziyor. (Kalifiye olmayan mavi yakali işçi, 23 yasinda, erkek, Srtas)

At Arelik, pay system depends on the grade-position and competence wage and every year salary rise is done according to individual performance which is called also performance appreciation meeting. Recruitment is based on technical high school, polytechnics and university graduates and by nepotism. There is very active training system. Almost all the Srtas's workers think that occupational training is unnecessary. This answers summary the essential problem of the small-medium size companies: lack of the educated work force and lack of the entrepreneurship of training the employees. When we compare Srtas's unqualified blue-collar workers with those in Arelik's, we see the difference of point of view between two firms' workers. Although they do repetitive and unqualified tasks, Arelik's workers give an importance and meaning toward their work and they found it valued. This is the one of the politics of the firm. However there are white-collar workers who find the occupational training unnecessary. They have technical knowledge and they practice it during their work task.

I do already my job without taking additional training. I learn by doing practice and in my opinion this is the best way of learning. (White-collar worker, 36, Arelik)

Isimi zaten ekstra bir egitim almadan yapıyorum. Pratik yaparak ğreniyorum ve bu bence en iyi ğrenme yolu. (Beyaz yakali işçi, 36, Arelik)

I label these shelves. There, you see! The training is what for? Bring a child, (s) he can also do it. (Unqualified blue-collar worker, female, 23, Srtas)

Bu raflari etiketliyorum. Iste gryorsun! Ne iin egitim lazim ki? ocugu getir, o bile yapar. (Kalifiye olmayan mavi yakali, kadin, 23, Srtas)

The training something is not necessary. In us this job passes from the father to son. You cannot learn my job in the school. (Qualified blue-collar worker, male, 36, Srtas)

Egitim falan gerekli degil. Bizde bu is babadan ogula geer. Benim isimi okulda grenemezsin. (Kalifiye mavi yakali, erkek, 36, Srtas)

Many employees in Arelik from blue collar to white collar argued that the socially acceptable identity and prestige are more important than their earned money.

In Arelik, employees are mobile, they change their job tasks according to their abilities, they promote or they work in the different workstations or department so that their motivation is not decreasing. On the other hand, in Srtas, orientation and the qualifications of the employees are not enough for promotion, except from the white-collar workers, and people cannot find the opportunity for changing their job tasks. The description of the duties is not clear.

The opportunity for promotion is the one problematic situation in the both factories. However, Srtas's employees are more "hopeless" than Arelik's workers, since Srtas is a "boss factory". In Arelik, although there is career planning and some opportunities for promotion, as the horizontal organization- an important factor of the japanization- is practiced, there is not enough level for promoting.

Srtas's white-collars and qualified blue-collars are not the subjects of close supervision. Their directors interest only in the results. The reason is that

in small and medium size enterprises, directors give the necessary authorization to the white-collars and qualified blue-collars that are educated enough and technically experienced because the education levels of the employers are not enough in general for following the processes but they have the necessary capital and they are experienced in trade and marketing the products. Unqualified blue-collars are controlled by the qualified ones. In Arçelik, every step is checked because there are professionals and highly qualified stuff.

## **7.2 Testing Some Items of Comfort Factors Dimensions with size of the enterprise**

### **7.2.1 Working Hours**

In Arçelik, including the tea and lunch breaks, the working hours are strictly organized. This situation is the natural result of the existence of the trade union in the factory. However, in Sürtaş there are not precise hours, including the working hours. Workers work until the works are finished. This is the result of their way of working. Sürtaş is the medium sized factory that products according to the orders and orders should be finished in the day that is fixed before the production by the customer. White-collar workers of Arçelik do not work in Arçelik but in Sürtaş they work whole day in weekend.

### **7.2.2 Travel Time**

Sürtaş workers are tended to live around the neighborhood of the factory while Arçelik's workers prefer to live mainly on the town. For this difference Sürtaş' workers spend less time on the road than Arçelik's workers.

### **7.2.3 Physical surroundings**

Sürtaş's employees do not find the working conditions good enough. This result is not surprising. Hence they are working under the very unhealthy and dangerous conditions. There are not expediciencies for protecting the

employees from the accidents and disease. The reason is blue-collar workers are not registered to a trade union and there is not a control mechanism. Precautions are not needed to be taken. In addition one unqualified employee mentions that it is normal to see a detached finger or leg once a month and they are driven to a private hospital whose owner is the friend of the boss. However, only a few of them mention that there is not life security. Hence they know that if the truth is known, the enterprise should pay the fees of punishment and they are afraid from losing their jobs.

In Arçelik, the overall working conditions are very suitable. The dangerous processes such as painting are fully automated and a doctor is always present together with an ambulance. This is the result of the regulation. Noisiness together with the meal and lighting is not a big problem for two enterprises' employees. However basic needs such as heating, lunch and air conditioning are problematic especially for the unqualified blue-collar workers of small and medium size enterprise.

#### **7.2.4 Characteristics of the enterprise and its management**

There is peaceful co-existence between qualified workforce and the administration. Hence, the members of this workforce are technically educated and experienced people and most of them are working in the current enterprises at least for 5 years. They have “good” relationships with the administration comparing with the unqualified blue-collar workers. Additionally, they act upon instructions of engineers but they are master and supervisor of unqualified blue-collar workers.

Sürtas's white-collars and qualified blue-collars think that the vision of the firm needs to be reformed and new investments should be done. Qualified blue-collars think also that Sürtas should give the legal and social rights to its employees if it wants to be a respectful establishment. According to unqualified blue-collar workers, working conditions should be re-organized, salaries should rise, there should be promotion opportunities and the social rights, together with the right of membership of a trade union should be given.

Arçelik's qualified blue-collars want more initiative and hearing about the technology and machinery used in the enterprise and they think that salary and promotion system should be developed. Arçelik's unqualified blue-workers request initiative in the production process, kinder garden for their children and training programs for their self-development and for being more qualified than before. According to Arçelik's white-collars there are problems in production processes, relationships in workplace, working conditions, recruitment and training system and they wish to have more authorization in order to solve these problems.

Sürtas's white-collar workers do not see any problem in general. Arçelik's white-collars think that their organization is hierarchic, gross and too large for expressing themselves properly. They add that there is lack of necessary workforce and the new workforce is not employed because of the so-called "economic crisis". According to them the economic crisis did not enter from the door of Arçelik because their export capacity increases day by day. There is equal division of labor but also the lack of educated people according to the qualified blue-collars of Sürtas. In Arçelik, qualified blue-collar workers find the division of labor equal but there is "lack of necessary workforce". Unqualified blue-collar workers of the both enterprises think the same: "Everything is good, people do their job tasks properly" but Arçelik's unqualified blue-collars are unrest because of the discrimination between the blue and white-collars.

According to the majority of respondents, there are not social facilities offered by their enterprises. Sport facilities are present in Arçelik but respondents mention that they have not time for do sport. The main function of the sport hall is to offer the workout facilities for the volleyball team of Arçelik. Another facilities such as transportation, private health insurance-for Arçelik employee's only-, did not come to mind of the respondents.

### **7.2.5 Fit between employee and employment**

In Arçelik, job tasks are divided according to the qualifications of the employees. It is easier to define every job task in large-size enterprises such as Arçelik. Hence there are enough work force and capital for the suitable division of labor. The blue-collar workers' responsibilities are more invariable and clearly defined than white-collar workers.

### **7.3 Factors concerning to Job satisfaction and Dissatisfaction**

The main satisfactory thing in the Sürtaş's employee's life is not their job. Only a white-collar person in Sürtaş, who is the manager of the enterprise, argued that the main satisfaction for him is his work. During the research he divorced and "married" his job for a long time... White-collar workers of Arçelik have another life in which they can find satisfaction or they do not search for the main satisfaction in their working life. Blue-collar workers have more ambition toward their work; because their works in Arçelik are changing their social life and add the prestige into their relations.

I can buy a thing on the installment plan easily. Because when I say them that I am working in Arçelik, they do not hesitate a second and they give me the good without a warrantee. Because, my workplace is the warrantee itself. However, I am known as a rich man and a burglar has entered to my house two times. This is the "sweet" trouble, which has been occurred because of my workplace's celebrity. (Unqualified blue-collar worker, male, 33 years old, Arçelik)

Bir şeyi kolaylıkla taksitle alabiliyorum. Onlara Arçelik'te çalıştığımı söyleyince bir dakika bile tereddüt etmeden bana mali kefil olmadan veriyorlar. Çünkü iş yerim kefilin kendisi. Ama zengin bir adam olarak tanınıyorum ve evime iki kere hirsız girdi. Bu iş yerimin ününden kaynaklanan "tatlı" bir bela. (Kalifiye olmayan mavi yakalı işçi, erkek, 33 yaşında, Arçelik)

In Sürtaş, majority of the employees finds the main satisfaction outside of the working life. This result is expectable for the white-collar workers. Blue-

collar workers do not have many expectations from the life and they mention that they are “just working, what is the satisfaction for?” Well-known approaches of middle classes toward work are the desire for more time to themselves and the desire for more money. At the past, working class attitude was supposed to be one of self-interest. The middle class attitude was more one of dedication in which financial reward had a less central role. Dividing line was between those who did and those who did not get paid extra for overtime. Nowadays, for the middle class, the loss of status, mental stress and personal relationships-making decisions about what information is important and what can be ignored, insecurity, promotion-have become important factors and reasons of anxiety. A period after it seems that technical control for efficiency and human control for fulfillment in work will be in conflict.

#### **7.4 Expectations**

The majority of Sürtas and Arçelik’s white-collar employees wish to have more qualified jobs in order to earn lots of money, have more prestigious and respectful job. They think that high-qualified jobs offer more opportunities for promotion than their current jobs and also they are more attractive and dynamic. There are employees who wish to be artisan among the Arçelik’s white-collar employees. The reason is to earn their money and to be free and relax. They also mention that to be self-employed is more adequate for their personality than to work for a group of managers. Both the qualified and unqualified blue-collar workers of Sürtas and Arçelik want to be artisan, small traders and high-qualified employees. “Hence we don’t need to come to work everyday and we would have more time and money for our family”. There are unqualified blue-collar workers, who wish to be white-collar workers within Arçelik because they find that the job tasks of white-collar employees are attractive, are based on planning rather than on the assembly line and they think that their skills and abilities are enough for the white-collar employees’ job tasks and there are possibility for promotion.

Large-scale factories as it is very obvious in Arçelik example have advanced technology, higher level of technical skills, favorable policy. On the other hand, small-scale enterprises are managed by a low technology comparing with large scale and have many problems within the market, in terms of efficiency, productivity, and competitiveness, so on. However, being small can supply some advantages. Firstly they are more mobile; they are not a heavy-big organization. Secondly they can adapt themselves rapidly to the changes. In the hierarchical rank there are not many people but the success is dependent to manager's vision.

One important advantage of large enterprises is seen also in terms of private health insurance. In Sürtaş it would be very strange to find employees who have private health insurance. They would be agreeing if they had social security. In Arçelik almost all the employees have private health insurance. There is working period quota and the most of the unqualified blue-collar workers wait for it.



## **CHAPTER 8**

### **CONCLUSIONS**

This thesis has analyzed job satisfaction level of the large and small size enterprise's workers who are doing different works at workplace and who came from different demographical backgrounds. Because of time and financial obstacles I just took the pictures of two enterprises and tried to find out the importance of size of enterprise on job satisfaction level. I hope that findings of this thesis will provide useful information for future studies. With the works of job satisfaction, the various needs of employees except from "good" salary can be understood. Hence job satisfaction researches do not divide the working life from the private life and analyses the employee as an entity who need the "quality" in working life as well as in their private life. Employees look not only for good salary but also for the "peaceful" work place. However their needs are generally hidden within their personal conversations because of fear of losing job. Necessary developments should be done by employers and job satisfaction has to be taken into account mainly by the employers who want to be successful in long term. For this reason, I hope that my research can find the possibility of reaching also to the employers in the future.

By choosing to conduct the employee survey within these two purposively selected plants, I have gained access to study work arrangements and workers. Case study has allowed me to observe work behavior and worker interaction directly and intensively and to conduct open-ended interviews with the key organizational informants such as technicians, engineers, assembly line workers. It has also facilitated the collection of documentary information about the organizations. However as the reason of working or have an occupation, especially in "developing", unstable countries such as Turkey is not always the

consequence of a conscious choice but the matter of chance, during the research it was difficult to talk about job satisfaction. Most of people were finding themselves “lucky” because of being working.

After the whole descriptions and demonstrations, I realized that organizational needs have much more power on the occupational needs. This result shows the effect of the size of the enterprise in terms of job satisfaction. When two employees from these two enterprises who have the same job description is compared, the employee who works in large enterprise is happier than the other because of the advantages of the large enterprises. We may say also that occupational needs are determined by the size of the enterprise and they are not independent from the workplace. High-educated employees are less satisfied than low educated employees. As the education level increases, hopes and expectations of the employees are also increasing. However, organizations are not capable of fulfilling the needs of the high-educated employees. For this reason, unfortunately education brings less satisfaction in the production sector. Solidarity is not high enough in small size enterprises, contrary to my hypothesis. The main reason is that people do not feel secure enough in the medium size enterprises because of the competition and hidden antagonism within themselves. How demographical variables effect the job satisfaction is shown in Chapter 5 in details but on the whole, level of general job satisfaction of employees who work in large size enterprise is higher than level of general job satisfaction of small size enterprise, as I was expected before the research. Facilities given to the employees, even they cannot find the opportunity to use them, create a positive atmosphere, which effects the job satisfaction of the employees.

There are many subjects to discuss after the findings presented in this thesis and I think that these little results will be starting points for further researches which will take into account the size and human side of the enterprises.

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## APPENDICES

### APPENDIX A

#### ANKET

Bu anket O.D.T.Ü. Sosyoloji yüksek lisans programi saha arastirmasi için hazirlanmistir. Çalışmanın basarisi vereceğiniz samimi cevaplara baglidir. Paylasacağınız bilgiler kesinlikle gizli tutulacak ve baska hiçbir amaç için kullanılmayacaktır.

#### **Demografik Sorular**

1-Yasınız.....

2-Cinsiyetiniz.....

3-Dogum yeriniz. ....Köyü.....İlçesi.....İli

4-Aslen nerelisiniz ?.....

5-Medeni durumunuz.....

6-Hanede kaç kisi yasmaktasınız?.....

7-En son mezun olduğunuz okul.....

8-Annenizin eğitimi ve isi.....

9-Babanizin eğitimi ve isi.....

10-Evliyseniz esinizin eğitim düzeyi ve isi.....

11-Çocuklarınız varsa eğitim ve işleri.....

12-Su an oturduğunuz ev a)Kendimin b)Kira c)Anne-babamin  
d)Akrabanın e)Lojman f)Diğer

13-Su an oturduğunuz ev a)Apartman b)Gecekondu c)Müstakil

14-Mesleğiniz nedir?.....

**İs Yasamı ile İlgili Sorular**

15-Buradaki işinizi detaylı anlatır mısınız?

.....

16-Bu işi nasıl buldunuz?

.....

17-Neden bu işi yapıyorsunuz?

.....

18-Bu ilk işiniz mi? Değilse daha önce nerelerde, hangi alanlarda, ne kadar süre çalıştınız ve bu iş yerlerinden neden ayrıldınız?

.....

19-Ücretli çalışmaya kaç yaşında başladınız?

.....

20-Bu iş yerinde bulunma süreniz

.....

21-Simdiki görevinizde bulunma süreniz

.....

22-Su an yaptiginiz ise yönelik mesleki eğitim aldiniz mi? Cevabiniz evet ise ne zaman, nerede, hangi konularda, ne kadar süreyle?

.....

23-Mesleki eğitim almanın gerekli olduğunu düşünüyor musunuz, neden?

.....

24-Bu iş yerinde çalışan yakınlarınız var mı, varsa yakınlık dereceleri?

.....

25-Günde ortalama çalışma süreniz

.....

(İşçilere)Günde kaç defa, ne kadar süreyle ara veriyorsunuz?

.....

26-Mesaiye alır mısınız? Cevabiniz evet ise fazla mesai ücreti alır mısınız?

.....

27-İnsanlar neden çalışır?

.....

28-Siz neden çalışırsınız?

.....

29-Simdiki işiniz hakkında aşağıdaki tanımlamaların her birine ne kadar katıldığınızı belirtiniz.

	Kesinlikle katılıyorum	Katılmıyorum	Bilmiyorum	Katılmıyorum	Kesinlikle katılmıyorum
*Birden çok iş yaparım.					
*Uygulanan dışında kendi yöntemlerimi kullanırım.					

*Terfi olanagi vardır.					
	Kesinlikle katiliyorum	Katilmiorum	Bilmiyorum	Katilmiorum	Kesinlikle katilmiorum
*Ücret tatmin edicidir.					
*Sorumluluklarim açıkça belirlenmistir.					
*İsimde tüm kararları tek basıma alırım.					
*Hatalı bulduğum bir şey varsa bunu çekinmeden ifade ederim.					
*Zamanın nasıl geçtiğini anlamam.					
*Yaşamındaki asıl tatmin ve mutluluk kaynağı isidir.					
*Şu an idealimdeki işi yapıyorum.					
*İsim bilgi ve becerilerimi kullanma fırsatı sağlar					

30-Çalışma koşullarınızı mekansal olarak (sıcaklık, aydınlatma, yemek, temizlik,vs) nasıl buluyorsunuz?

.....

31-Evinizden işinize ne kadar sürede, nasıl gidiyorsunuz?

.....

32-İşinizle eviniz arasında geçen zaman sizi sikiyor mu? Neden?

.....

33-Bu iş yerinde çalışmaya başladığınızdan beri görev ve pozisyonunuzda değişiklik oldu mu? Cevabınız evet ise nasıl değişimler yaşadınız?

.....

34-Simdiki işinizde memnun olduğunuz üç şeyi söyleyiniz.

a).....

b).....

c).....

35-Simdiki isinizde memnun olmadiginiz üç seyi söyleyiniz.

a).....

b).....

c).....

36-Firsatiniz ve imkaniniz olsa ne tür bir is ve isyeri seçerdiniz, neden?

.....

37-Geliriniz:

a)Asgari ihtiyaçlarınızı karsilayabilecek kadardir

b)Asgari ihtiyaçlarınızdan fazlasini karsilayabilecek kadardir

c)Geleceğiniz için birikim yapabilecek kadardir

38- Bir çalışan isinde önemli bir hata yapsa ve basarisizliga ugrasa ne düşünürsünüz?

a)Yapilan hata o çalışanın sorumlulugundadir.

b)Yapilan hata diger is arkadaslarinin da sorumlulugudur.

39-Isiniz ilgi alanlarınıza uygun mu? Neden?

.....

40-Isiniz ilginizi çekmeseydi isi birakir miydiniz? Neden?

.....

41-Isletmenizde uzun yillar basariyla çalışmis bir insanin performansi son zamanlarda oldukça düşse ve bu durum is arkadaslarinin basarisini da olumsuz etkilemeye baslasa sizce ne yapılmasi gerekir?

a)Toplulugun menfaati ve sirketin gelecegi her seyden daha önemlidir. Duygusal davranmayip çalışan isten atilmalidir.



b)Çalışanın daha önceki başarıları ve yıllarını bu işletmeye vermiş olması göz ardı edilmemeli, başarısızlığının sebepleri araştırılmalı ve çalışan isten atılmamalıdır.

42-İki çalışan bir işi ortaklaşa yapmaktadır. Biri diğerinin de bilmesi gereken bir bilgiye ulaşmıştır. Ancak her ikisinin ücretleri bu isteki bireysel başarılarına göre artacaktır. Bu duruma göre sizce,

a)Ekip işi de olsa bireysel başarılar göz önüne alınacağından bilgiyi edinen bunu diğerinden gizlemeli ve kendisi için kullanmalıdır.

b)Kisisel menfaatler söz konusu olsa bile bilgi saklamamalıdır.

43-İşletmenizde ödüllendirme nasıl yapılmaktadır?

a)Sadece grup içindeki başarılı olan kişilere ödül verilir.

b)Tüm gruba ödül verilir.

44-Bu sistemin olumlu ve olumsuz tarafları nelerdir?

.....

45-Yöneticiniz haftasonunda şahsi bir işi için sizden yardım talep etseydi,

a)'Yöneticim de olsa haftasonu bana ait bir zaman dilimidir. Önerisini uygun bir şekilde reddederdim.'

b)'her ne kadar haftasonunu dilediğimce geçirmek istesem de o yöneticimdir. Önerisini geri çeviremem.'

### **Organizasyon ve Yönetimle İlgili Sorular**

46-İş yerindeki çıkarlarınızı nasıl korursunuz?

a)Kendi basinizin çaresine bakarak

b)Gerekli insanlarla aranizi iyi tutarak

c)Sizinle aynı çıkarlara sahip insanlarla beraber hareket ederek

d)Sendika, iş örgütleri, derneklere üye olarak

47-Is yerinde,

a)'Çogu insana güvenirim'

b)'Is arkadaslarima güvenirim'

c)'Yalnizca arkadaslik ettigim insanlara güvenirim'

d)'Hiç kimseye güvenmem'

48-Isinizin topluma faydasi oldugunu düşünüyor musunuz? Neden?

.....

49-Isyeriyle ilgili bir sorununuz oldugunda bunu nasıl çözüyorsunuz?

.....

50-Talep ve isteklerinizi yönetime nasıl iletmektesiniz?

.....

51-Yönetim ve ise dair talep, istek ve degisiklikler size nasıl iletilir?

.....

52-Ise yönelik karar alinirken sizin de bir katkiniz oluyor mu? Evet ise nasıl?

.....

53-Elinizde olsaydi (yönetici olsaydiniz) hangi konularda söz hakkina sahip olmak isterdiniz?

.....

54-Yöneticinizle ilgili asagidaki ifadelere ne kadar katildiginizi belirtiniz

	Kesinlikle katiliorum	Katilmiyorum	Bilmiyorum	Katilmiyorum	Kesinlikle katilmiyorum
*Yaptigim isi basindan sonuna dek takip eder.					
*Yaptigim isin sonucuyla ilgilenir.					

55-İş yerinizdeki iyi performansınız ve başarılarınız nasıl değerlendirilir?

.....

56-İş yerinizdeki iş bölümünü-dagilimini-organizasyonu hakkında neler düşünmektesiniz?

.....

57-Yaptığınız iş(ler) dışında fabrikadaki diğer işlerden haberdar misiniz? Cevabınız evet ise hangi konularda bilgi sahibisiniz?

.....

58-Hayalinizdeki iş ve iş yerini düşünün. Buna göre aşağıdaki ifadelere ne kadar katılıp katılmadığınızı belirtiniz.

	Kesinlikle katılıyorum	Katılmıyorum	Bilmiyorum	Katılmıyorum	Kesinlikle katılmıyorum
*Riskli ama doygun ücretli olmalı					
*Performansa bağlı terfi olanagi olmalı.					
*Hizmet yılına bağlı terfi olanagi olmalı.					
*Kariyer olanagi sunmalı.					
*Prestijli olmalı.					
*Şirket tanınmış ve büyük olmalı.					
*Çalışma saatleri simdiki isten daha az olmalı.					

### **Sosyal Yaşam**

59-İş dışında neler yapmaktasınız?

.....

60-Her hangi bir dernege, klübe, sendikaya üye misiniz? Evet ise hangilerine?

.....

61-İş yerinizin size sağladığı sosyal imkanlar nelerdir?

.....

62-Özel saglik, hayat sigortanız var mı?

.....

63-İş yeriniz ve göreviniz aile ve arkadaş çevresince nasıl görülmekte ve karşılanmaktadır?

.....

64-Çocuğunuzun da sizinle aynı iş yapmasını ister misiniz, neden?

.....

## APPENDIX B

### QUESTIONNAIRE

This questionnaire has been issued for the field research of M.E.T.U. Sociology Master Program. The success of the research depends on your openhearted answers. Information that you will share will be kept strictly in confidence and will not be used for any other purpose.

#### **Demographic Questions**

1-Your age.....

2-Your sex.....

3-Your place of birth.....village.....district.....province

4-Your place of origin.....

5-Your marital status.....

6-How many people live in your household?.....

7-The school that you graduated latest.....

8-Education and occupation of your mother.....

9-Education and occupation of your father.....

10-If you are married, education and occupation of your wife/husband

.....

11-If you have children, education and occupation of them

.....

12-The house where you live at the moment

- a) Belong to you                      b) rent                      c) belong to your parents  
d) Belong to your relatives      e) hall of residence                      f) other

13-The house where you live at the moment

- a) Apartment flat                      b) shanty town c) single house

14-Your occupation.....

### **Questions about the Working Life**

15-Can you explain your current job task in details?

.....

16-How did you find this job?.....

17-Why do you do this job?.....

18-Is this job your first job? If not, where, in which departments, how many times did you work before?

.....

19-When did you begin to be wage earner?.....

20-The duration of your existence in this work place.....

21-The duration of your current duty.....

22-Did you have training concerning to your current duty? If yes, when, where,  
in which subjects you had training?

.....

23-Do you think that the training is necessary, why?

.....

24-Do you have relatives who work in this work place? If yes, what is the  
degree of your closeness?.....

25-Your average working time per day.....

(To the blue-collars) How many times do you have breaks and what is the  
length of these breaks?.....

26-Do you overwork? If yes, are you paid for it?.....

27-Why do people work?.....

28-Why do you work?.....

29-Please indicate to what degree you agree to the sentences as below about  
your current job.

	Strongly agree	Agree	I don't know	Disagree	Strongly Disagree
*I do more than one job tasks.					
*I use my own technique except which are practiced.					
*There is opportunity for promotion.					
*The salary is satisfactory.					
*My responsibilities are clearly defined					
*I take all decisions by myself in my work					
*If there is something amiss I can express it without hesitation					
*I don't understand how time passes.					

	Strongly agree	Agree	I don't know	Disagree	Strongly Disagree
*Currently, I work in my ideal work.					
*My work allows me to use my knowledge and abilities.					
*The true source of satisfaction and the happiness in my life is my job					

30-What do you think about your physical working conditions (heating, lighting, meal, cleaning)?.....

31-How many minutes does it take from your house to the workplace and how do you reach to your work place?.....

32-Are you boring during this time, why?.....

33-Did your duty and position change since you have been working here? If your answer is “yes”, what were these changes?

.....

34-Please say three things that you are satisfied in your current workplace.

a).....

b).....

c).....

35-Please say three things that you are dissatisfied in your current workplace.

a).....

b).....

c).....

36-If you had the chance and facility, what kind of workplace and work would you choose, why?.....



37-Your income:

- a) just meets your basic needs.
- b) is more than meeting your basic needs.
- c) is enough for making money for the future.

38-If an employee makes an important mistake and becomes unsuccessful, what do you think about it?

- a) Mistake is under the responsibility of this employee.
- b) Mistake is also under the responsibility of his-her workmates.

39-Does your job tasks suit your interests, why?

.....

40-Would you consider leaving if your job tasks do not suit your interest, why?

.....

41-A senior employee, who used to have a successful record, is losing his performance lately. This condition is thought to have negative influence on his colleagues. What should it be done by the employer according to your view?

- a) The employer cannot be emotional and dismiss the employee.
- b) The employer should inquire about the reasons behind his/her decreasing performance and not dismiss him/her immediately.

42-Two employees work in team. One of them reaches to information that other employee should know too. However, salaries of both of them will increase by their individual performance. At this situation, according to you,

- a) Although the job task is done within a team, as the individual performance will be considered, the employee who gets the information should hide it from other employee and use for him/herself.
- b) The information should not be hidden even if the individual performance would be taken into account.

43-How is the reward system in your workplace?

- a) Rewards are given just to the employees who are successful within a team.
- b) Rewards are given to the whole work team.

44-What are the positive and negative effects of this system?

.....

45-If your director asks a private service in the weekend,

- a) “Although (s) he is my director, the weekend belongs to me. I would refuse his/her request kindly.
- b) “Although I want to spend my weekend by my own, (s) he is my director. I could not refuse his/her request”

### **Questions about the Organization and Administration**

46-How do you protect your benefits in your workplace?

- a) By finding a way with your own.
- b) By having good relationships with important people.
- c) By acting together with the people who have the similar benefits like you.
- d) By registering to the trade unions, work organizations and clubs.

47-In the workplace,

- a) “I trust most of the people”
- b) “I trust to my workmates”
- c) “I just trust to the people who are also my friends”
- d) “I do not trust anybody”

48-Do you think that your job tasks are useful for the society? Why?

.....

49-When you have a problem in your work place, how do you solve it?

.....

50-How do you deliver your requests and demands to the administration?

.....

51-How the requests, demands and changes about the administration and the job tasks are delivered to you?.....

52-Do you participate into decision making at any event? If yes, how?

.....

53-If you had the chance (If you were a director), in what subjects would you want to have voice in?

.....

54- Please indicate to what degree you agree to the sentences as below about your director.

	Strongly agree	Agree	I don't know	Disagree	Strongly Disagree
*(S) he follows my job task from the beginning until the end.					
*(S) he just interests in the conclusion of my job task.					

55-How your performance and success are evaluated in your workplace?

.....

56-What do you think about the division of labor, distribution of job tasks and organizational structure in your workplace?.....

57-Do you have information about the other job tasks, except from your job tasks? If your answer is “yes”, in what subjects do you have information?

.....

58-Please think about the job that you dream. According to it, indicate to what degree you agree to the sentences as below

	Strongly agree	Agree	I don't know	Disagree	Strongly Disagree
*It should provide the good salary although it is risky.					
*It should provide promotion according to the employee's performance.					
* It should provide promotion according to the employee's service years.					
* It should provide the career opportunity.					
* It should provide prestige.					
* The enterprise should be large sized and famous.					
*The working hours should be shorter than now.					

### **Questions about the Social Life**

59-What do you do except working?

.....

60-Are you member of a club, society, trade union? If yes, what are they?

.....

61-What are the social facilities that your workplace provides you?

.....

62-Do you have private health-life insurance?

.....

63-How are your workplace and your duty considered by your family and friends?

.....

64-Do you want that your children work in the same place by doing the same job tasks, why?

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