

# In Organizational Management; White Collar Personnel Job Satisfaction and Organizational Performance Relationship

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## Abstract

The aim of the study is to examine the effect and relationship of job satisfaction of white-collar staff, who has to make decisions and take responsibilities regarding the works the organization have been conducting, its functioning, and its future by taking place in every level of executive groups in the organizational hierarchy, on organizational performance. And to contribute to an efficient organizational performance, which is one of the most important factors for businesses to achieve the goal of sustainable profitability above the average. Statistical analyses (Descriptive, Independent T Test, One Way Anova, Correlation, Regression) were applied on the data obtained from the studies conducted upon fifty-one participants and they showed a significant relationship between white-collar staff job satisfaction and organizational performance.

**Keywords:** White-collar, Job Satisfaction, Organizational Performance

## 1. Introduction

White collar staff play major roles in upper-level management in which strategical and long-term decisions are taken; middle-level management in which the middle-term decisions are taken; and lower-level management in which the short-term, daily, weekly, monthly, annual decisions regarding repetitive and routine works. They take care of the employees, conducting of the business, and details via one-on-one contact. The white-collar staff who have a certain education and competence and put out more of an intellectual labor occupy an important place in the organizations.

Job satisfaction of the white-collar staff that has to take place in every unit of the organization and make decisions regarding its functioning and future can also affect the organizational performance.

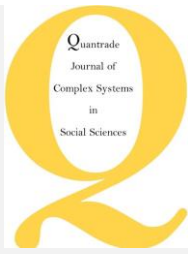
Job satisfaction usually refers to the gratification the employees receive from the work they are doing. Employees who receive gratification and enjoyment of their work can be productive. (Öztürk 2017)

The level of satisfaction of an employee is directly related to the contribution and productivity they will procure for the organizational performance. (Bağcı 2014) Also the data obtained from Hawthorne researches shows that high spirits, motivation, and satisfaction of the employees are important factors that contribute to the increase of productivity. (Paul, 2012: 29)

Since it was thought that high job satisfaction of the white-collar staff, who take place in every unit of the organization, put out intellectual labor, and contribute to the organization by making strategic decisions regarding its functioning and future, can affect the organizational performance positively; this research was conducted in order to examine this relationship.

The main universe of the research consists of companies within the province of Kastamonu, and the sample universe consists of 55 white-collar employees such as engineers, department chiefs, first level directors, etc. who work in businesses specific to Kastamonu and were chosen on a voluntary basis.

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A survey study was made by asking 15 questions related to the job satisfaction scale and 15 questions related to the operational, commercial, and financial dimensions of the business performance scale to white-collar staff who were chosen with simple random sampling and work as engineers, department chiefs, first level directors, etc. in companies specific to Kastamonu via face-to-face interview and e-mail. The questions were formed according to the five point Likert scale (from 1: Strongly Disagree to 5: Strongly Agree).

Statistical tests (*Descriptive, Independent T Test, One Way Anova, Correlation, Regression*) were run on the data obtained for the analysis of the relationship between job satisfaction and organizational performance using SPSS 22.0 program.

The aim of this study, in which an answer is sought to the opinion that high job satisfaction of white-collar employees can positively affect the organizational performance, is to make contributions to organizations that employ white-collar staff and their executives on how increasing job satisfaction level can improve organizational performance.

## 2. Literature Review

### 2.1. White-Collar Staff

White-collar personnel are the ones who work in the office, at the desk, and carry out the jobs that require professionalism, not with their body but with their mental power. (Thistlethwaite & Mills, 1954). White-collar employees work mostly with their intellectual abilities behind a desk in the office rather than with their bodily efforts. A wide group is in this scope from clerks to executive positions. Not working in jobs that demand manual labor, the white-collars work mostly in executive and research and development positions. This group also heavily relies on technology. We can mention many positions for white-collars; particularly production planning, engineering, production management, quality systems management and supervision, laboratory, R&D, maintenance and repair, storage, shipment, marketing, administration, and sales.

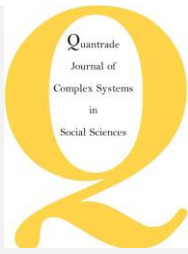
We encounter the “white-collar employees” as people who, in the procedure of turning workers’ (defined as blue-collars) physical force into work capability and production, stand out with their management and administration focused stances and adopt this as their profession, and have critical importance in running the operational activities delay-free in the organization. A white-collar employee is defined as a person who can run executive and bureaucratic works, has the ability of coordination, uses his physical strength relatively less, and generally earns more than the “blue-collar”.

According to some researches, the new age white-collars don’t only want to earn a lot of money, but also are subjects who seek meaning in their jobs beyond money, want to distinguish themselves by taking initiatives, and consider job satisfaction as a priority. So much so that it has been put forth that the white-collars think they are going to be more successful as take more initiatives and responsibilities in their jobs. (URL-1, 2017)

When the positions and responsibilities of the white-collar employees in the organization are taken into consideration; job satisfaction, which can even adjourn financial factors which are an important component in the present day, can have a notable effect on organizational performance.

### 2.2. Job Satisfaction

Job satisfaction can be defined as a scale of an employee’s positive feelings and attitudes toward their job (Neelamegam, 2010: 108). Job satisfaction can also be phrased as the vocational satisfaction and pleasure of an employee which they receive by successfully fulfilling their jobs within their area of responsibility in the organizational structure. (Yelboğa, 2007: 1). This situation can widely be associated with the level of harmony amongst an individual’s expectations towards the job and the organization, the qualities the job requires, the productivity expected from the individual by the organization, and their positive contributions to the organizational performance. As a matter of fact, organizations include individuals within themselves toward organizational goals such as making positive contributions to performance and productivity by running of the operations in accordance with purposes and plans, just like individuals get themselves included in organizations so as to meet their personal goals and expectations. Just like organizations evaluate employee performances and activities in accordance with organizational goals and set forth judgements as the time passes, employees too compare their expectations and gains, and set forth their negative or positive emotional reactions and evaluations towards their perceptions of job and working conditions which can affect organizational performance (Eroğlu, 2011: 123). At this juncture individual perceptions are of significance as well. Because just like every individual has different conditions of gender, education, social and cultural aspects, etc. which



have a great effect on perceptions, as a result of these each individual's perception of different matters differs from each other and these differences also reflect on their points of view. This fact shows that every individual would have a different level of satisfaction within the structure of organization because of their different feelings and points of view. As a result, an individual may react differently to conditions another individual receives satisfaction and spiritual pleasure from, or they may not receive any satisfaction at all. As well as satisfaction or nonsatisfaction are emotional reactions definitively persons can feel, they can also be evaluated as a spiritual means for them to achieve inner peace (Karcioğlu, Timuroğlu and Çınar, 2009: 60).

Various studies conducted on the subject have shown that job satisfaction is affected by many intra-organizational and extra-organizational factors such as "nature of business, received fee, rewards, promotions, and career possibility, social rights, importance attached to employee health and work safety, working and environmental conditions, working hours, supervision system, management approach, colleagues, job's conditions because of its nature, intra-organizational communication, employee's personality, gender, whether the work place is government or private owned" (Top, 2012: 261). Sudden changes observed in needs and perceptions of the employees who are affected by changes in the abovementioned factors leads us to the conclusion that job satisfaction has a flexible structure. As a result, it's important for organizations, which aim to provide their employees with high satisfaction, to perform activities willingly to provide the infrastructure necessary for that. For instance, while the activities the organization performs toward improving the working conditions can affect employee attitudes positively by making them feel important and valuable, not providing adequately good working conditions (insufficient thermal comfort, cleanliness, noise isolation, procurement of personal protective equipment, etc.) can lead to reduction in job satisfaction by causing physically and spiritually negative effects in employees (Eğinli, 2009: 41-42).

### 2.3. Organizational Performance

In order to maintain their presence in the rapidly-changing competition environment, organizations attach importance to the matter of sustainable performance development in the present day. Organizational performance can be explained as computation of an organization's ability to achieve its goals by using its inner and outer resources effectively and efficiently (Daft, 2000; Boyne, 2003). However, on an individual basis, performance can be measured according to an employee's contribution to the organization's goals, and is qualified as their actions' level of compatibility to the organization's goals (Suliman, 2001). In organizations; working and physical conditions of the business, organizational goals, management policies, and all problems which may occur based on these are determining criteria of the organizational performance. In order for organizations to adapt to the changing environmental conditions by making use of the newly-developing opportunities in our day's developing and rapidly-changing competition conditions, in other words, in order for them to survive in long-term by making enough profit, they ought to utilize performance measurement and estimation systems which are based upon inner and external examination. (Turunç, 2006). While it's not possible to create a systematic which is valid for every situation because of the hardships in measuring performance, more fructuous standards and methods are presented with each passing day. (Venkatraman and Ramanujam, 1986; Capon et. al., 1990; Beamon, 1999). Generally three techniques are used for measuring organizational performance. First is the technique that is based on objectiveness and subjectiveness of the criteria (Eusebio, 2006; Campbell, 1977). Second technique is the one that uses financial and non-financial criteria (Haber and Reichel, 2005; Lumpkin and Lichtenstein, 2005). And the third technique developed to measure organizational performance is the one that uses inner and outer evaluations (Aggarwal and Gupta, 2006). Nowadays better organizational performance measurements can be made relying on these and the more recently developed methods by organizations' own inner institutions and external auditing institutions. High organizational performance also lifts spirits and motivations of employees who have sense of corporate belonging. Significant responsibilities fall on executives in providing a high-quality communication and interaction environment amongst executives and employees of every level based on mutual trust, developing the employees' senses of belonging and emotional bonds for the corporation, motivating them so as to maximize their job satisfaction, and as a result, increasing the organizational performance. (Çalışkan, Akkoç and Turunç, 2011)

## 3. Collection and Analysis Of The Data

The main universe of the research consists of large industrial establishments, which are limited in number in Kastamonu. And the sample universe consists of 55 persons who were chosen with simple random sampling method and are white-collar employees working as engineers, department chiefs, first level directors, etc. in large industrial establishments specific to Kastamonu. Face-to-face interviews and e-mail survey studies were conducted with the

employees. The data were analyzed over 51 surveys since 4 of the surveys which were received via e-mail were faulty and left out of assessment.

The participants were directed to the project with a total of 35 questions according to the number of likes (1: I strongly disagree, 5: I strongly agree). The demographic drawing of the survey for the first 5 years consists of the patterns of job satisfaction from 1 to 15, business performance in the detailed model from 16 to 30, commercial and performance processes.

The scale used in the research; Tiyek (2011), Şencan, Aydınhan, Yeğenoğlu (2017); Geylan, Baraz (2017); Acaray (2014); Efeoğlu, Özgen (2007) was created using the scales used in their studies.

Statistical (Descriptive, Independent T Test, One-Way Anova, Correlation, Regression) tests were applied to the data obtained for the analysis of the relationship between job satisfaction and organizational performance.

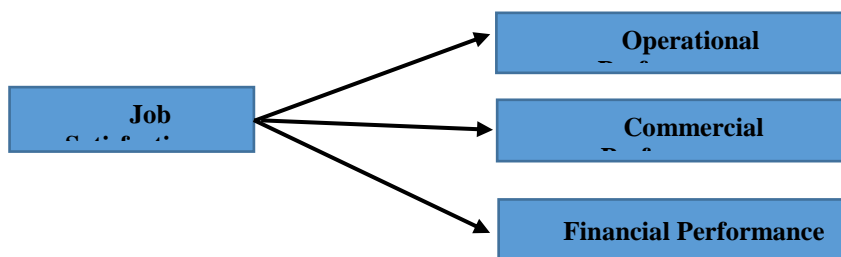
#### 4. Scope and Limitations Of The Research

The fact that the number of large industrial establishments employing white-collar personnel in Kastamonu is low, they operate in the service, food, wood and building materials sectors, and 55 people can be surveyed due to the limited interview conditions regarding the Covid-19 process; It constitutes the scope and limitations of the research in terms of generalization to all sectors and making it in the wider universe. The study was carried out between March and June 2020.

#### 5. Model and Hypotheses Of The Research

The model of this study, which aims to investigate the relationship between job satisfaction of white-collar personnel working in organizations and business performance scale, and the sub-dimensions of business performance scale: "Operational Performance", "Commercial Performance" and "Financial Performance". The part of the research model created by Akkoç & oth. (2012) that shows the effect of job satisfaction on job performance was created with reference. The models and hypotheses created are as follows.

Figure.1 Model of the Research



**H1:** White-collar employees' job satisfaction has an effect on organization's performance.

**H1/1:** White-collar employees' job satisfaction has an effect on organization's operational performance.

**H2/1:** White-collar employees' job satisfaction has an effect on organization's commercial performance.

**H3/1:** White-collar employees' job satisfaction has an effect on organization's financial performance.

## 6. Research Findings and Comments

### 6.1. Demographical Features of Participants

Genders, marital statuses, and educations of the survey participants are shown in the table 1.

**Table 1.** Gender, Marital Status, and Education Distributions of Survey Participants

<b>Distribution According to Marital Status</b>			
<b>Gender / Education</b>	<b>Male</b>	<b>Female</b>	<b>Total / %</b>
<b>Number /</b>	<b>%34 – % 66,6</b>	<b>17 – % 33,3</b>	<b>51 - % 100</b>
<b>Married</b>	<b>26</b>	<b>14</b>	<b>40-% 78,4</b>
<b>Unmarried</b>	<b>8</b>	<b>3</b>	<b>11 - % 21,6</b>
<b>Distribution According to Educational Status</b>			
<b>High School</b>	<b>4</b>	<b>0</b>	<b>4 - % 7,85</b>
<b>Two-year Degree</b>	<b>4</b>	<b>1</b>	<b>5 - % 9,8</b>
<b>License Degree</b>	<b>17</b>	<b>11</b>	<b>28 - % 54,9</b>
<b>Master's Degree and Higher</b>	<b>9</b>	<b>5</b>	<b>14 - % 27,5</b>

According to the table, 2/3 (66,6%) of the 51 persons who composes the sample universe of the research are males. 78,4% of the participants consists of married people, and as for educational status 54,9% has a license degree and 27,5% has a postgraduate education. The fact that 82,4% of all participants have a license degree or a higher education shows that the employees called white-collar in executive positions consists of people with license degree or higher education.

**Table 2.** Distribution of Total Experience, Term of Employment, and Terms of Employment According to Total Experience

<b>Total Experience (Years-%)</b>	<b>Term of Employment (In the Same Corporation) (Years)</b>				
	<b>Less than 1</b>	<b>1-5</b>	<b>6-10</b>	<b>11-20</b>	<b>20 and Above</b>
<b>Less than 1</b>	<b>0-%0</b>	<b>1 - % 2</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1-5</b>	<b>4-%7,8</b>	<b>14-%27,5</b>	<b>1-%25</b>	<b>3-%75</b>	<b>0</b>
<b>6-10</b>	<b>16-%31,4</b>	<b>14-%27,5</b>	<b>0</b>	<b>8-%50</b>	<b>7-%43,8</b>
<b>11-20</b>	<b>14-%27,5</b>	<b>11-%21,6</b>	<b>0</b>	<b>1-%7,1</b>	<b>7-%50</b>
<b>20 and Above</b>	<b>17-%33,3</b>	<b>11-%21,6</b>	<b>0</b>	<b>2-%11,8</b>	<b>0</b>
<b>Total</b>	<b>51-%100</b>	<b>51-%100</b>			

In Table 2 are given the total work experience of the working group, terms of employment, and distribution of terms of employment according to total experience. According to the table it is understood that the participants who have less than 1 year of experience in their organization or those who have been working in the same organization for less than 1 year are not assigned as white-collar employees. Again, according to the table, it is seen that white-collar employees are mostly chosen from those with 6 or more years of experience and have been working in the same corporation for more than 1 year. Besides, 17 white-collar with 20 years or more experience constitute the majority of the participants with the ratio of 33,3%, and this group also takes the second place with the ratio of 21,6% (11 persons) in terms of term of employment in the same corporation. It is seen that 11 of the 17 white-collar with 20 or more years of experience with the ratio of 33,3% have been working in the same corporation for more than 20 years or more, making up a ratio of 64,7%. In the light of all these information it is seen that white-collar staff are mostly chosen among those with 6 or more years of experience, as a result their terms of employment in the same business are parallel to their experience or correspond to one lower option of total work experience stated in the scale, and they have been working in the same corporation for a long time. Since they have been working in the same corporation for a long time it can be said that they are an important employee within the organization or that low white-collar staff circulation in an organization is closely related to organizational performance.

## 6.2. Scale Validity and Reliability Analysis

Cronbach's Alpha analysis was conducted for the reliability analysis of the scales and their sub-dimensions, and factor analysis was conducted for the validity analysis; their results are as in Table 3.1 and 3.2.

**Table 3.1.** Factor Analysis Findings – Job Satisfaction

Factor	Question Statement	Factor Weights	Factor Explanatoriness (%)	Reliability
Job Satisfaction Scale.	1-I'm able to use my knowledge and skills related to my job.	,691	38,75	,866
	2-I'm able to work independently in my job	,607		
	3-My job provides respectability and prestige in the society.	,695		
	4-I often feel accomplished thanks to my job.	,630		
	5-My suggestions related to my job are taken in consideration.	,669		
	6-I have a voice in decisions taken about my job.	,811		
	7-I'm able to progress in my job.	,751		
	8-I'm content with physical working conditions.	,776		
	9-I like my supervisor's approach and supervising style in solving problems.	,659		
	10-My efforts are appreciated when I do my job well.	,663		
	11-My corporation addresses to professional development (In service training, etc.).	-		
	12-I think my wage is fair.	,628		
	13-I think social rights and rewards are good compared to other institutions.	,690		
	14-I spend time with my colleagues outside of work.	-		
	15-I can easily share my problems with my colleagues.	-		
Total Variance Explaining Ratio			%38,75	
Kaiser Meyer Olkin Scale Validity			,753	
Barlett Sphericity Chi-Square			390,894	
Sd			105	
P Value			,00	
Reliability Parameter			,866	

**Table 3.2.** Factor Analysis Findings – Corporate Performance

Corporate Performance Scale				
Operational Performance	16-Our final product cost.	,761	27,855	,798
	17-Our product quality.	,785		
	20-Corporate reputation of our business.	,698		
	23- Corporate and brand image of our corporation	,452		



	24- Customer loyalty to our corporation	,657		
	18-Innovation capacity in developing new products.	,782		
	19-Speed and diversity of releasing new products.	,866		
Commercial Performance	21- Compatibility of market expectations and what our corporation offers.	,627	19,680	,840
	22- Our Corporation's success of releasing new products into the market.	,706		
	25-Our corporation's customer satisfaction	,412		
	26-Profitability of our corporation.	,619		
	27- Sakes volume of our corporation.	,728		
Financial Performance	28- our corporation's financial results, revenue, etc.	,854	17,865	,852
	29- Production capacity of our corporation	,792		
	30- Market share of our corporation	,745		
Total variance Explaining Ratio			%65,4	
Kaiser Meyer Olkin Scale Validity			,705	
Barlett Sphericity Chi-Square			503,171	
Sd			105	
P Value			,00	
Reliability Parameter			,897	

Reliability analysis was conducted to designate the internal consistency of the statements in the survey form, and factor analysis was conducted to understand and easily interpret the relationships amongst variables, and to reduce the number of variables. Job satisfaction scale was evaluated as a single factor, and Cronbach's Alpha value was found to be 0,866 and KMO value was found to be 0, 753. With the factor analysis applied to the corporate performance scale 3 factors were found. Cronbach's Alpha value was found to be 0,897 and MKO value was found to be 0, 705. In accordance with these values it can be said that the scale has high validity and reliability at 0,05 significance level, and the data set is suitable for analysis. (Kalaycı, 2017, 405; Kozak, 2017: 150; Çokluk et al., 2012: 207).

### 6.3. Normal Distribution Test Findings

**Table 4. Normality Test Findings**

Factors	Statistical Data
Job Satisfaction	Skewness: -1,056
	Kurtosis: 2,119
Operational Performance	Skewness: -0,642
	Kurtosis: 1,138
Commercial Performance	Skewness: -0,142
	Kurtosis: -0,968
	Skewness: -1,046

Financial Performance

Kurtosis: 2,108

The frequency analysis findings applied to the scale questions are also given in Table 4, skewness and kurtosis values, Liu & oth. (2009) stated for the 95% confidence interval, since it was between -2.58 and +2.58, the data were considered to be normally distributed. T and Anova Tests were applied in the analysis of differences in the research.

#### 6.4. T-Test Findings

Only the data belonging to the scales that showed a meaningful divergence were taken into the study from the conducted T-test analyses so as to make them intelligible.

The results of the T-test which was conducted to understand if White-collar Job Satisfaction perception and Organizational Performance differs according to gender are shown in the Table 5.

**Table 5.** T-Test on the Relationship between “White-Collar Staff Job Satisfaction and Organizational Performance Scales” and Gender

Scales	Gender	N	Average.	Std. Deviation	Std. Error	P
Job Satisfaction	Female	1	3,44	,668	,162	0,04
	Male	3	3,92	,475	,081	
Organizational Performance	Female	1	3,41	,578	,140	0,011
	Male	3	3,82	,479	,082	

According to the T-test findings on the relationship between “white-collar staff job satisfaction and organizational performance” and gender as seen in Table 5, it is concluded that differences in job satisfaction and organizational performance perceptions according to gender are meaningful since it is  $P < 0,05$  for both scales. While the answers of females to job satisfaction scale questions are close to “indecisive” with an average of 3.44, answers of males are close to “agree” with an average of 3,92. Also the females’ answers to organizational performance scale questions are close to “indecisive” with an average of 3,41; the males’ answers are close to “agree” with an average of 3.82. While it is seen that female participants are indecisive about their job satisfaction perceptions and corporate performance in their corporations, male participants have positive opinions on both scales.

#### 6.5. Anova Test Findings

Again, in order to provide intelligibility, only data belonging to the scales that shows a meaningful divergence are taken into the study from the conducted Anova analyses. LSD test was conducted to detect which groups the divergences are resulting from.

Anova test was conducted in order to understand if the corporate performance differs according to white-collar staff’s terms of employment in the same corporation, and the obtained results are given in the Table 6.



**Table 6.** Anowa Test on the Relationship of White-Collar Staff's Terms of Employment in the Same Corporation and Corporate Performance Scale

Scales	Terms of Employment in the Same Corporation	N	Average	Std. Deviation	F	P	LSD
Corporate Performance	Less than 1 Year	0	-	-			6-10 / 11-20
	1-5 Years	15	3,74	,544	2,39	,081	Above 6-10 / 20
	6-10 Years	14	3,51	,560			
	11-20 Years	11	4,01	,330			
	Above 20 Years	11	3,50	,592			
	General Total/Average	51	3,69	,544			

When the results of the conducted Anowa test are examined it is seen that only Corporate Performance scale shows a meaningful divergence in accordance with Terms of Employment in the Same Corporation. It is also seen that the divergence derives from the results between those who have worked in the same corporation for 6-10 years, 11-20 years, and above 20 years; and those who have worked in the same corporation for 11-20 years, and above 20 years.

In light of the obtained data it can be said that corporations which employ their employees continuously for 11-20 years have a higher performance.

#### 6.6. Correlation Analysis Findings

**Table 7.** Correlation Table

	Job Satisfaction	Corporate Perf.	Opr. Perf.	Financial Perf.	Commercial Perf.
Job Satisfaction	1				
Corporate Perf.	,616**	1			
Opr. Perf.	,463**	,716**	1		
Financial Perf.	,395**	,819**	,314*	1	
Commercial Perf.	,647**	,910**	,556**	,634**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

The Pearson Correlation Analysis applied to the scales and factors is shown in the Table 7, and it is seen that there's a positive and medium-level relationship between job Satisfaction Scale and Corporate Performance Scale. While a positive low-level relationship can be observed between Job Satisfaction Scale and Operational and Financial Performance Scales, a positive medium-level is seen between Job Satisfaction Scale and Commercial Performance Scale. It can be said that an increase in job satisfaction level will make a positive contribution on corporate performance, being primarily on commercial performance.

### 6.7. Regression Analysis Findings

**Table 8.** Regression Table

Model Summary	Parameters								
	Dependent Variable: Corporate Performance								
	R <sup>2</sup>	Improved. R <sup>2</sup>	F	P	DW	B	β	t	p
Independent Variable:	,380	,367	29,996	0,000	1,778	,570	,616	5,477	0,000
Job	Dependent Variable: Operational Performance								
Satisfaction	0,214	0,198	13,345	0,001	2,163	0,525	0,463	3,653	0,001
	Dependent Variable: Commercial Performance								
	0,418	0,406	35,209	0,000	1,615	0,687	0,647	5,934	0,000
	Dependent Variable: Financial Performance								
	0,156	0,139	9,078	0,004	1,885	0,466	0,395	3,014	0,004

When the regression analysis findings given in the table are examined job satisfaction is seen to affect corporate performance positively and meaningfully (B:0,570). It is seen that job satisfaction meaningfully and positively affects all three of the performance factors, highest effect being upon commercial performance factor (B:0,687).

All research hypotheses were approved in this scope.

**H1:** White-collar employees' job satisfaction has an effect on organization's performance. **APPROVED**

**H1/1:** White-collar employees' job satisfaction has an effect on organization's operational performance. **APPROVED**

**H2/1:** White-collar employees' job satisfaction has an effect on organization's commercial performance. **APPROVED**

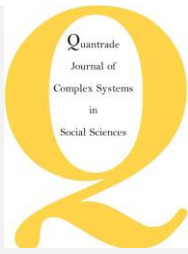
**H3/1:** White-collar employees' job satisfaction has an effect on organization's financial performance. **APPROVED**

## 7. Conclusion and Suggestions

They play important roles in organizational hierarchy such as upper-level management in which and long-term decisions are taken; middle-level management in which the middle-term decisions are taken; and lower-level management in which the short-term, daily, weekly, monthly, annual decisions regarding repetitive and routine works. They take care of the employees, conducting of the business, and details via one-on-one contact. The white-collar staff who are in lower-level management unit positions have a certain education and competence and put out more of an intellectual labor occupy an important place in the organizations. Their positions have gained more importance in corporations in today's developing and sudden-changing conditions.

In the conducted studies it has been seen that white-collar employees ha a certain education and experience. While it can be mentioned that corporations with lower circulation speed and higher employment terms for white-collar employees have a higher performance, employees with a high job satisfaction would also have longer terms of employment.

In parallel with similar studies in the literature, this study showed that as the job satisfaction level of the employees increases, their job performance also increases, and the organizations' intense and fast changing economic, strategic etc. Organizational performance increases due to their ability to adapt to competitive conditions. (Yorlmaz & oth., 2017). It has also been determined that job satisfaction has a positive effect on organizational performance. (Akkoç & oth., 2012).



In conclusion, in organizations whose main purpose is to achieve above-average sustainable profitability targets, as job satisfaction of white-collar employees increases the organization's performance and profitability, which is its purpose of foundation, will also increase; and a study with a larger scale and more participants will provide contributions and guidance to upper-level managers on increasing corporate performance and success, and on strategies of developing their human resources.

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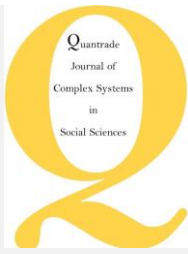
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