MAIN FACTORS THAT INFLUENCE JOB SATISFACTION

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ABSTRACT

Working conditions are of great importance for job satisfaction and thus for the quality of work and life. In this article, which is a methodological overview, the conceptual explanations on job satisfaction are mainly based on foreign sources. Since it has been found that the factors determining the level of job satisfaction do not form a single unit, it was necessary to make a brief assessment of their measurement. Then, the dependence of job satisfaction on influencing factors, called correlates, is analysed in detail in terms of two different categories. The aim of the article is to present the content of a total of ten factors within the categories of work (place) and personal behaviour as well as the relationship between job satisfaction as a whole. Based on these factors, it was possible to develop employment-friendly social policies which are proposed in the Conclusion section that ensure high job satisfaction and an appropriate working environment.

Keywords: Job Satisfaction, Working Conditions, Work (place) Related Factors, Personal/Behavioural Factors.

Jel Codes: J28, J81, J80.

1. INTRODUCTION

Work affects all areas of life as it helps not only to earn a living but also to fulfil social and cultural needs. Therefore the happier a person is to work in a place, the more positive his/her job satisfaction and accordingly his/her general life satisfaction develop. In other words, job satisfaction is a central prerequisite for one's physical and mental well-being and peace. It is for this reason that, in addition to its place within the business world and economy, the concept and matter of job satisfaction as a whole carries pertinent importance in regards to society's social welfare. In the context of the socio-political objective of improving the quality of working and living conditions, job satisfaction has become an important goal in connection with the humanisation of work, especially since the 1980s.

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For example, since the early 1990s, the European Working Conditions Survey (EWCS) has set itself the goal of conducting regular studies on working conditions in Europe (Eurofound, 2012: 128-129). Within the framework of EWCS, country comparisons of various factors affecting working conditions are analysed. In addition, EWCS (2012) called for the improvement of working conditions in Europe. The aim is to create a favourable working climate for employees in the workplace.

Moreover, since 1997 the European Employment Strategy, which pursues a goal of forming preferable workplaces, has concentrated on areas of job satisfaction and work quality and has been advising countries to develop social policies in this regard. As of the year 2002, in pursuant to the European Employment Strategy, it has identified a set of indicators for the purposes of monitoring EU employment quality. The main purpose of the European Employment Strategy is to create more and better job opportunities throughout the EU (Davoine and Erhel, 2006).

With the surfacing of a hypothesis in which job satisfaction, from a socio-psychological approach, has correlations with performance, the concept of job satisfaction has drawn the attention of company managements. In fact, various meta analyses undertaken in recent years have proven that job satisfaction has significant correlations with performances. Therefore, the importance of the concept of job satisfaction has increased in terms of both quality of work and organisational success, as it is related to performance. In relation to this, job satisfaction in the 1990s started to play a salient role as an indicator from the perspective of developing precautions for employee health and work safety.

Therefore, the topic of job satisfaction piques the interests of its addressees despite it being from different perspectives (employers as companies, unions, social security institutions) and thus, there is a general consensus of the importance of increasing job satisfaction within the work life. As a result, for the purposes of designing precautions for the safeguarding of job satisfaction or its development, it is necessary to acknowledge and assign the causes and effects in a solid manner. In this sense, the better the working conditions, the higher will individuals' sense of job satisfaction become.

For this reason, this article takes an in-depth look at both job-related factors and factors related to people's perceptions in the context of their characteristics that improve working conditions and thus ensure high job satisfaction. The purpose is to illustrate the attainability of greater job satisfaction on the condition of undertaking reformative precautions through these factors.

2. THE FRAMEWORK AND IMPORTANCE OF THE CONCEPT OF JOB SATISFACTION

There are numerous definitions of job satisfaction that varies from individual to individual within academic literature. Furthermore, despite the usage of various terms such as "workplace environment", "business climate", "work ethic", "work(place) quality", "work satisfaction" or "working conditions" and many other synonymous or relative terminologies instead of the concept of job satisfaction, it has become quite challenging to comprise a precise framework in a conceptual sense. As environments or

conditions that cause stress within a workplace lead to a deterioration of work quality, the exact opposite of providing favourable working conditions also ensures job satisfaction for individuals. Therefore, what does job satisfaction predicate? According to Seyyar and Selek Öz (2007: 189), job satisfaction encompasses the financial and psycho-social benefits that are acquired as a result of working harmoniously in an optimal environment.

In a manner, the conceptual version of job satisfaction surfaced within the Anglo-American literature during the 1970s. For instance, Meier and Spector (2015) define job satisfaction in terms of individuals' attitude towards their work and different aspects of their work as well as the extent to which individuals like or dislike their work. The assessment of job satisfaction in general is an attitudinal variable. In this sense, both personal characteristics and situational characteristics such as workplace stressors affect people's job satisfaction. Therefore, job satisfaction is related to many factors that are important for human resource management, such as performance, counterproductive behaviour, turnover and employee health (Meier and Spector, 2015).

On the other hand, while Locke (1976: 1304) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences", Kalleberg (1977: 125) expresses it as the level of contentedness of an employee with his work and the extent to which he likes or dislikes his job. According to Thierry and Koopman-Iwema (1984: 154), job satisfaction in a very simple explanation is "a certain degree of perceived (experienced) well-being while at work or in the work environment".

Weinert, on the other hand, defines job satisfaction in a way close to this explanation as "a person's reactions, feelings and emotions about his/her job" (1992: 286). According to Weinert, the foremost factors that ought to be associated with job satisfaction must include the attitude, behavioural inclinations and stances of employee's towards their work environment, co-workers, superiors and company.

The emergence of contrasting definitions is certainly closely related to the theoretical concepts in which these definitions are based on. Although there is a lack of a singular theory in regards to job satisfaction, the concept of job satisfaction has a special stance within the framework of motivational theories. Therefore, the motivational concept as a personal/behavioural factor that affects job satisfaction and motivational theories that reflect quality worklife carry a significant importance (Alshallah, 2004).

In general terms, job satisfaction is a scale that illustrates the extent to which employees perceive the quality of the work they undertake. Hence, the rate of employees who are satisfied with their jobs in a country, is also a scale of quality of their workplace at a macro-economic level. However, once those individuals, who undertake active roles within their work lives, are unable to have their financial and psycho-social needs sufficiently met, their sense of job dissatisfaction flagrantly surfaces. If this dissatisfaction is not addressed through a culture of quality in the organisation and through quality

management measures, employees will inevitably continue to complain, which will have a negative impact on performance and the economy.

Considering the common features of the definitions in these aspects, the size of the difference between the expectations of the employee from the job and the enterprise and the things offered by the job and the enterprise plays an important role in the emergence of the degree of job satisfaction. The more measures the business takes in line with the needs and expectations of the employee, the more satisfied the person will be with his/her job, workplace and business (Bozkuş et al., 2019: 113). For this, it is necessary to determine which factors are related to the needs and expectations of employees.

2.1 The Importance of Factors in the Measurement of Job Satisfaction

Due to the large number of studies that have been conducted in this area, various measurement tools have been developed to determine job satisfaction. However, as job satisfaction is relative and subjective, the results attained have also become frequently criticised. As a result, it becomes challenging to objectively evaluate results and become commonly acceptable. Despite this reality, many companies arrange surveys in order to measure employee job satisfaction levels. Company job satisfaction surveys are predominantly oriented towards company concepts and thus, illustrate significant differences between one another. Although these surveys that are undertaken periodically are at variance from one another, they have become an inseparable part of company cultures, particularly for large companies.

However, these concepts do not allow a uniform conceptualisation of job satisfaction in its practical dimension. In addition, determining the factors affecting the job satisfaction of employees in an organisation is one of the most difficult tasks to be fulfilled for almost every organisation. In this context, it is generally emphasised that job satisfaction cannot be observed directly, but can be recorded indirectly through the verbal expressions of the respondents. The questionnaires mostly include questions related to employees' jobs (working conditions). Thus, the general view of the employees about their job satisfaction is revealed.

Many surveys directed at the measurment of job satisfaction generally includes a question like: "How satisfied are you with your work?". Generally, the following are the choices that form a (7) point scale: 1. I am completely dissatisfied; 2. I am very dissatisfied; 3. I am partly dissatisfied; 4. I am neither satisfied or dissatisfied; 5. I am partly satisfied; 6. I am very satisfied; 7. I am completely satisfied. At times, the 1-10 Likert scale is also used to determine job satisfaction. For instance, a question in this scale would be on the lines of: "How would you rate your current job satisfaction from 1-10 (least satisfaction to high satisfaction)?" (Aslan, 2017: 177).

Although it is possible to obtain a general estimate of job satisfaction from employee responses in regards to their work, it however, does not provide information in regards to factors that constitute or

determine satisfaction or dissatisfaction. It is impossible to implement effective policies in relation to job satisfaction as long as these factors are not determined and ascertained. After all, once fundamental conditions that ensure job satisfaction are taken into consideration, it becomes evident that research into determining the main factors that form or affect job satisfaction is an inevitable necessity. So which main factors and related indicators are effective in creating job satisfaction and to what extent? It is precisely here that different views and perspectives emerge.

For instance, Arvey, Carter and Buerkley (1991) bring to the forefront main factors such as environmental conditions of employees, personal characteristics and cohesiveness between work and personal characteristics (Person-Environment-Fit) for the purposes of determining levels of job satisfaction. Within the framework of the study, a rough estimate of the variance contribution shares of the relevant factors was made. In accordance, 10-30% of the variance has been attributed to personal characteristics, 40-60% considered as explicable of conditional environmental factors and finally, 10-20% attributed to points of communication between individuals.

In another study, the most important factors for job satisfaction were based on the content of the work and the extent of the relationship between employees and supervisors (Semmer et al., 1996). Similarly, Rosenstiel (1992: 22), who set out more detailed factors, highlighted the following factors and their indicators of high job satisfaction and a good working environment:

a) *Interpersonal Human Relations:* The quality of solidarity, support, attitude and behaviour in terms of social relations within the workplace.

b) *Cooperation:* Pleasant relations between staff, team-oriented, harmony amongst employees, mutual cooperation in completing work.

c) *Working Conditions:* External factors such as noise, heat, offensive smells.

d) *Working structures*: Modern working styles such as job sharing, job enrichment and job rotations.

e) *Job Security:* Protection against unfair dismissal and security of workplace.

f) *Occupational Health and Safety:* Protection against risks that threaten workplace safety and physical integrity and the prevention of accidents.

An employee, who is satisfied with his work and production, attains a sense of harmony within the workplace with the opportunities offered through job security and work safety, particularly by means of his fellow co-workers whom he works in harmony with. Other factors that affect job satisfaction are motivation, career and participation opportunities, working conditions, wage structure, flexible working hours, work-sharing opportunities and easy communication with the employer (social dialogue).

Dhamija and Singla (2017) found a relationship between job satisfaction and organisational culture and revealed that this relationship leads to either regression or progression in the quality of working life depending on the situation. The results of descriptive and regression analyses revealed that

the majority of the participants working in private banks in India were not happy due to a work environment that was not value-based, humane, protective and supportive, that is, the factors that constitute job satisfaction were not sufficiently provided. Employees openly expressed concern about the lack of a values-based culture, which refers to the empathy, care and support they receive from their organisations. In addition, corporate culture elements such as attitudes and behaviours that require respect and attention towards employees, transparent rules and traditional human values free from manipulative elements were also found to be insufficient in banks (Dhamija and Singla, 2017: 162-164).

Based on the common data obtained from all scientific studies on job satisfaction, the factors influencing job satisfaction can be divided into two main categories: work-related and personal/behavioural factors (Table 1). Therefore, in order to obtain data on high job satisfaction, seven items arising within the framework of work-related factors and three sub-items established within the framework of behavioural factors related to personal characteristics should be examined in depth.

Table 1. Work(place) and Personal Behaviour Related Factors Affecting Job Satisfaction

Work(place) Related Factors	Employee Personal/Behavioural Factors
1. Salary System	1. Socio-Demographic Attributes (Gender, Education Level, Work Experience Years, Age, Health, Marital Status etc.)
2. Career Expectations	2. Psycho-Social Attributes (Personal Characteristic Reflections, Neuroticism, Extroversion, Transparency/Openness, Negotiability)
3. Job Security	3. An Increase in Needs and Need to Compare
4. Work Environment and Company Culture	
5. Occupational Health	
6. Working Hours and Flexibility	
7. Job Content and Type	

3. WORK (PLACE) FACTORS INFLUENCING JOB SATISFACTION

The concept of job satisfaction consists of various dimensions. One of the leading dimensions is the work and workplace related working conditions. In other words, in order to measure and observe job satisfaction in an encompassing manner, these developed objective indicators and indexes are mostly formed by the following seven factors.

3.1 Salary System

As wages play a crucial role in the efforts of securing living conditions, it is generally one of the foremost work-related factors. Indeed, Frey and Stutzer (2002) have proven that wages create a positive correlation between work and life satisfaction. However, the very same researchers were also able to prove that as wages increased the level of job satisfaction disproportionately dropped to lower levels. In this context, Kahneman and Deaton (2010: 16492) have proven that after a certain level of income, extra earnings did not have any such positive effects on the inner peace of the individual. Heywood and Wei (2006), who conducted research into the extent of the effectiveness of salary systems on job satisfaction,

were able to prove that compared to women, men were more inclined towards teamwork based on profit-sharing. In this regard, salary systems that are based on performances and provide additional income opportunities, were particularly effective on job satisfaction of men.

3.2 Career Expectations

If employees are ambitious with the idea of making a career in an organisation, this is not only explained by the expectation of an increase in income. The desire for advancement may also be related to the opportunities for leadership, autonomy or prestige that come with a new higher position, which are sometimes scarce. Proving that a leadership position carries a status value of its own, Huberman et al. (2001) conducted an experiment in which a significant proportion of participants stated that they would even give up some of their income in exchange for an improvement in their status.

Hence, it can be deduced that there are numerous attributes hidden behind the career expectations factor that influences job satisfaction. Furthermore, a certain part of these attributes are even capable of decreasing job satisfaction levels. For instance, an increase in responsibilities and work loads that comes with rising through the ranks in terms of career advancement can have adverse effects on job satisfaction. However, a promotion to a higher position generally brings more advantages compared to its disadvantages too (Boyce and Oswald, 2008).

Another study on the relationship between the "happiness factor work" and life satisfaction also found that even the promotion opportunities promised for the following years have a positive impact on job and life satisfaction (Neumann and Schmidt, 2013).

3.3 Job Security

For many individuals, working at a secure job, which does not carry the risk of loss of employment, is a first choice in relation to a work life. Working at jobs that do not carry the risk of unemployment does not only ensure a steady income but one that also increases one's self-confidence as well as enrichens his/her social circle. Numerous research has proven that involuntary unemployment does not only affect a person in terms of financial strains but also plays a crucial role in causing moral afflictions due to psychological agitations (Clark and Oswald, 2002).

However, although in general terms, the existence of job security leads to job satisfaction, situations where job security is not fully provided do not affect job satisfaction negatively, especially if there are alternative jobs with the same quality in the labour market. The higher the positive thoughts about the chance of finding an equivalent job, the lower the concern about losing the job. Accordingly, the easier it is for the individual to find a similar job in a short period of time in case of unemployment, the satisfaction with the current job, along with certain concerns, at least does not decrease (Van der Meer and Wielers, 2011).

3.4 Work Environment and Company Culture

In scientific researches on job satisfaction, work climate and work environment are always given great importance. In this framework, a classification is usually made between "good relations with superiors" and "good relations with co-workers". However, in empirical studies, the "relations with superiors" factor, which is thought to be more effective on job satisfaction, is predominantly used (Clark, 1998).

There are not many integrated substantial research that satisfies the question of whether or not elements of company cultures such as justice, honesty, participation, transparency, equal opportunity, appreciation and/or rewarding has an effect on job satisfaction or to what extent it has an affect on job satisfaction. However, there are some studies that have been conducted on one or two of these elements and its effects on job satisfaction. For instance, Bauer (2004) who predicates the "European Working Conditions Survey"[1] (EWCS) as his research, proved that an employee, who has the opportunity to join various innovative work concepts, had higher levels of job satisfaction towards his work.

3.5 Occupational Health

Occupational health has and ought to have the highest precedence for employers as well as employees. As working within a healthy environment increases the personal performances of employees, it also positively affects the productivity of the business. As well as being about an individual's life quality and longevity, health is also a fact that is closely linked to an individual's work capacity. Working within places where there is an absence of occupational health standards and thus, risks that threaten one's health, negatively affects job satisfaction at a significant level. Hence, Blanchflower and Oswald's (1999) study in which ISSP[2] data was used, evidently proved that the more individuals worked under unhealthy conditions, the more a decrease in job satisfaction became apparent.

ISSP conducted a survey most recently in 2015 titled "Work Orientations IV", in which it researched the occupational health factor and the relationship between work conditions and job satisfaction. The results of this study, which is undertaken every couple of years, was published in 2017 (ISSP Research Group, 2017) and confirmed the results of Blanchflower and Oswald (1999). However, as well as comparing ISSP's more encompassing results with international dimensions, it is also possible to evaluate the changes over time. In ISSP's 'Work Orientation' survey, participants were questioned in regards to personal opinions on job satisfaction as well as individual working conditions. However,

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[1] The European Working Conditions Survey (EWCS) is a program that investigates working conditions in many countries, especially EU member countries, by the "European Foundation for the Improvement of Living and Working Conditions" (Eurofond) since 1990. The main aim of the research is to evaluate and measure the working conditions of workers and self-employed people across Europe on a harmonized basis (Eurofound, 2022).

[2] The International Social Survey Programme (ISSP) is a transnational cooperation programme that has been conducting annual surveys on a variety of topics related to the social sciences since 1984. According to 2022 data, 44 countries participate in ISSP projects. Each year, standardised surveys on social, political and economic issues are conducted on approximately 1,000 to 1,400 people (ISSP, 2022).

while some of these questions specifically concentrate on individual jobs (Professional competency) in certain countries, in some countries questions on participants' current quality of work were put forward. For instance, while participants in Germany were asked the question, "To what extent are you satisfied with your job?", the question that was put forward in England concentrated more on the "Main Job" that was executed.

In this direction, Clark (1998) prepared six questions about the difficulty of the main job in his questionnaire in order to determine job quality and job satisfaction. The response options to the following questions are "rarely" or "never":

- How often do you come home from work tired and sluggish?
- How often do you have to do physically heavy work?
- How often do you find your job stressful?
- How often do you work under dangerous conditions?
- How often do you work under unhealthy conditions?
- How often do you work under physically unpleasant (uncomfortable) conditions?

Both Clark (1998) and ISSP (2015) have observed that job satisfaction decreases on average in cases such as coming home tired from work, physically difficult work, stressful work and (or) working under dangerous conditions.

3.6 Working Hours and Flexibility

An individual's daily and weekly work hours is a crucial factor that has the significant influence to affect job satisfaction at various dimensions. Especially, extended work hours undertaken in unhealthy conditions can negatively impact physical well-being as well as cause mental issues, stress and depression. Despite this fact, there has not been a confirmation of a direct negative correlation between long working hours and job satisfaction.

One reason for this is most probably due to the fact that benefits of higher income from working longer hours are contrasted to probable work related problems. Apart from this, working longer hours in a healthy environment at a job with promising career possibilities is accompanied with certain social advantages. In such situations, the individual is able to further his/her social relations, develop individual skills while working and attain the appreciation of senior management.

Based on this, it is possible to state that the factor that constitutes the quality of the work committed is not specifically working hours. However, it may be more logically appropriate to claim that the factor which demonstrates the quality of job satisfaction may be the relationship between the desired and the actually performed working hours (Clark,1998:10).

For some employees, flexibility in working hours may be more important than short or long working hours. In this context, longer working hours, if linked to flexible working opportunities, are

more favoured, especially by (female) employees who value work-life balance due to their family situation. However, when it comes to the factor of flexibility in working hours, it is often necessary to manage additional questions in relation to this. For example, in the ISSP (2017) survey, employees are first asked to what extent the start and end time of work can be determined by themselves. It was found that the more autonomy employees have over the start and end of working hours, the more satisfied they are with their jobs in general. The second question concerns how difficult it is to take an hour or two off during working hours for personal and (or) family matters. The less problems there are in a workplace in this regard, the higher the job satisfaction of the employees.

3.7 Job Content and Type

Job content consists of a large number of individual tasks and activities, which may occur individually or in combination. This often makes it difficult to compare the effects of job content characteristics on job satisfaction precisely. Clark (1998), using the indicator "job content", which encompasses all elements, found that its effect on job satisfaction is even more positive than, for example, expectations of high income or good promotion.‒Sousa-Poza and Sousa-Poza (2000) also proved that job satisfaction is high when the job is attractive and the employee is given autonomy. In addition, it has been determined that job satisfaction is quite high in socially sensitive people who do socially beneficial jobs.

In fact, it is quite possible to document the effects of how providing equipment that eases tasks at work or the opportunity of making autonomous decisions has on job satisfaction. In this regard, Frey and Benz (2008) and Lesch et al., (2011), who have worked independently from one another, were both able to prove that individuals and specifically scientists (researchers), technical staff and senior managers, who worked in autonomous environments and who were given the opportunity to freely make decisions had the highest levels of job satisfaction.

Clark (1998), who conducted a similar study, prepared certain concrete questions/statements in his survey on the nature of business with the goal to determine quality of work. Responses provided for these questions/statements included:

- How often are you bored at work? (Response: "Hardly ever" or "Never");
- My job is interesting. (Response: "Agree" or "Strongly Agree");
- In my job I can help other people. (Response: "Agree" or "Strongly Agree");
- I can work independently. (Response: "Agree" or "Strongly Agree");
- Which of the following statements most closely describes how your working hours are determined? (Answer: "I can set my own start and end times within certain limits" or "I am completely/totally free to set my start and end times").

4. PERSONAL BEHAVIOUR FACTORS INFLUENCING JOB SATISFACTION

In order to provide a comprehensive view of job satisfaction, it is also important to know to what extent those in employment are able to maintain their current jobs and occupations and how satisfied they are with their working conditions according to their socio-demographic and psycho-social characteristics. Therefore, how employees perceive the support they receive, for example, from their superiors or colleagues and (or) psychologically perceived risks in the context of working conditions such as health will be at the forefront here.

4.1 Socio-Demographic Attributes

If the data obtained from questionnaires or subjective evaluations are not taken into account according to the individual characteristics of workers, it is generally not possible to make satisfactory assessments of job satisfaction. It is therefore assumed that personal characteristics such as gender, education level, years of employment, age, health and marital status, which are independent of the work context, have a strong influence on the level of job satisfaction. The reason for this is due to the fact that different socio-demographic and personal factors are closely linked to one's outlook on work life and its conditions, characteristic behaviour, differing intentions, purpose and motivations. When specific personal attributes of great significance are taken into detailed consideration, it is evident that gender holds a central role. In this regard, descriptive comparative studies have illustrated that women within the workforce express higher levels of job satisfaction with their work and workplace compared to that of men.

For instance, with the objective to measure company culture, quality of work and employee commitment in German companies, the Federal Labour and Social Affairs Ministry, requested certain private research companies to conduct a study in 2008. The sample consisted of a total of 37,151 participants from 314 companies, which had a minimum of 20 employees and conducted business across various sectors. 58% of the participants were able to provide responses to the survery questions. Based on the conclusion of the the survery, an estimated 77% of employees expressed satisfaction with their work in the general sense. However, once the employee responses were examined in terms of the gender of participants, it was revealed that women were more satisfied compared to men. According to this study, it was revealed that while 76% of male participants expressed job satisfaction, this rate was 80% for female participants (Hauser et al., 2008: 78-84).

The theory of the "Paradox of the Contented Female Worker" that is observed throughout many countries is actualised with this study. "The Paradox of the Contented Female Worker" refers to the contradictory reality that despite women having jobs with lower wages and less authority than men, they are equally satisfied with their work and their employers (Phelan, 1994).

There are also distinctive differences that surface amongst employees of different age groups towards job satisfaction. Generally, young and elderly employees are perceived to feel more satisfaction with their jobs compared to middle aged individuals. In almost all studies undertaken on this topic, it seems that job satisfaction advances in the form of a U-turn in regard to age. The young employees generally responded to the question of "How satisfied are you with your work?" as highly satisfied. However, this level of satisfaction is observed to decrease with the middle-aged sample group and once again increase with the elderly participants. In this regard, there generally is an interrelation similar to a U-turn between advanced age and job satisfaction (Clark et al., 1996).

Perhaps the younger employees seem to be highly satisfied because of the joy of having found a first job. However, with the increase of experience, demands and outlook towards their work, their perspectives change in a negative manner. Yet, over time levels of satisfaction seem to increase once again due to the fact that personal demands decrease with the onset of age and with factors such as difficulty in changing workplaces or the awareness of not being preferred as an employee because of advanced age (Wright and Hamilton, 1978)

Vocational training, qualification and experience can also be influential on job satisfaction just like gender and age. It is generally believed that experienced people with higher levels of education are less satisfied with their jobs. This is attributed to the fact that demands and requests increase disproportionately according to the level of education (Clark et al., 1996).

Moreover, empirical findings show that being healthy has a significant positive effect on job satisfaction. However, it is still a controversial issue whether high job satisfaction is a result or a cause of being healthy (Faragher et al., 2005). Likewise, it is difficult to clearly determine the effect of being married (and having children) or single on job satisfaction. In general, it is observed that married people are more satisfied with their jobs than unmarried people (Clark et al., 1996).

4.2 Psycho-Social Attributes (Personal Characteristic Reflections)

In addition to individual socio-demographic characteristics, personal characteristics of employees in the context of their attitudes and behaviours towards different issues and events are also of interest in quality of life, quality of working life and (or) job satisfaction research. In the sociological literature, especially the "Big Five" factor model developed by McCrae and Costa (1999: 139) is accepted as an analytical tool. These five factors, which have an important place in job satisfaction research, are as follows: 1. Neoroticism; 2. Extraversion; 3. Transparency or Openness; 4. Agreeableness; and 5. Conscientiousness.

These five factors related to job satisfaction that are based on correlational analyses were analysed by Bruk-Lee et al., (2009) in a metaanalysis and presented mutual relations at different levels. In this

regard, neuroticism was considered to be the most effective factor that negatively influenced job satisfaction.

According to this finding, neurotic individuals were those defined as emotionally unstable. The personal conception of incidents by these individuals are generally negative. These types of individuals are typically indecisive, sad, worried or stressed (Bruk-Lee et al., 2009). Fietze (2011) interprets this significant negative correlation as emotionally unstable individuals perceiving their work-related efficiency or the lack of sufficient acknowledgement within the workplace in a negative manner compared to other employees. Whereas other individuals, who work under the same working conditions as them, have a more positive outlook on the content and type of the job.

The highest level of positive correlation surfaces with the conscientiousness factor that illustrates the choices an individual makes in order to achieve his/her goals and to achieve his/her responsibilities. The most tangible attributes that define high levels of conscientiousness are to be trustworthy, highly aware of one's own responsibilities, ambitious and disciplined. Fietze (2011) empirically proves the positive interrelation between job satisfaction and these attributes and further reveals the close relationship between conscientiousness and work performance. In regard to this, once an individual is fully committed to his work in a senior position, he is generally acknowledged by senior management with respect and appreciation. Thus, a hard-working individual inevitably is also satisfied with his work.

Extraversion, Transparency/Openness and Agreeableness are also positively related to job satisfaction (Fietze, 2011). Therefore, these individuals, who are characterised by socially sensitive, helpful, understanding, curious to learn, optimistic, active and compassionate behaviours, generally have a more positive view of their own situation and the work environment. Therefore, their job satisfaction is generally always high (Fietze, 2011).

4.3 An Increase of Needs and the Need for Comparison

In job satisfaction research, the importance of comparative processes for individual behaviour and the factors that influence these processes are also decisive. In this regard, the "Easterlin Paradox", especially in sociological and psychological research, plays a crucial role. According to this paradox, individual satisfaction shows an inclination to increase over time as salaries also increase. However, even if incomes grow in countries with high social welfare levels, job satisfaction is stagnant from a general economic data perspective. One reason for this is the fact that there is an increase in socio-cultural needs as incomes simultaneously increase too and thus, an increase in expenses. As a result, the increase of individual's financial needs and thus, the increase of social expenses psychologically curbs the increase of happiness (Easterlin, 1995).

Here, the most important factor determining life and job satisfaction is closely related to the basis on which individual demands and wishes are based. Accordingly, it is important to compare one's

demands and wishes with one's own material possibilities. Many people will be psychologically dissatisfied with this situation if they create new needs disproportionately above the increasing income (Higgins, 1987). Another reason why quality of life and job satisfaction remain at certain levels despite increasing income is that the employee compares his/her current situation with both his/her own past and the situation of some people in his/her close social environment (Crawford Solberg et al., 2002).

5. CONCLUSION AND RECOMMENDATIONS

Determining the level of job satisfaction, which occupies an important place in working life, through the main factors that generate it is important for social policy in general and employment policy based on "good work" in particular. Measuring workers' satisfaction with their jobs and evaluating the results is of the utmost importance, especially for trade unions and employers (social partners), as well as for legislators.

Because the low level of job satisfaction also means that the quality of work and life is not very high. In this case, necessary measures should be taken and remedial mechanisms should be developed both in the social sphere and in the labour market in order to ensure social peace and welfare.

In order to see and evaluate the results of comprehensive policies for job satisfaction, it is essential to organise periodic surveys of employees. In this regard, it is important to determine the main factors related to working conditions, work and workplace and to use them in the surveys, as well as the personal thoughts, perceptions and evaluations of the participants about the work environment.

The more individuals are satisfied with their workplace and work within a country, the greater the economy's performance will be while also protecting its continuity on a sturdy foundation. Therefore, in order to have a consistently high level of job satisfaction, on the one hand, labour market conditions should be humanised through legal means, and on the other hand, enterprises should develop a corporate culture worthy of human dignity in line with the demands and requests of employees regarding work (place) quality within this legal framework. Other employment-friendly social policies that lead to high job satisfaction can be listed as follows:

- The assessment of not being supported by one's superior also has a strong impact on the overall subjective evaluation of one's own working conditions. In other words "employee-oriented leadership behaviour" as opposed to "authoritarian leadership behaviour" has a positive impact on employee satisfaction and ultimately on performance, absenteeism and motivation. Therefore organisations should increase employee participation in decision-making processes and demonstrate the potential to further develop an employee-centred approach to leadership.
- The potentials, abilities and talents of the employees should be taken into account and they should be able to use them in their work, so that independent work and creativity are strengthened.

- Open praise and recognition (in meetings or by e-mail) as well as participation in important decisions are effective strategies for retaining employees. Strengthen appreciation by, for example, implementing the results of staff surveys and interviews (flexible working hours).

- In the workplace, positive collegial cooperation has a high resonance in the dimension "cooperation among employees". Therefore, employees should not only receive recognition from their managers, but also support from their colleagues. The task of organisations should therefore be to create a good atmosphere among employees.

- A striking finding is that job satisfaction is mainly affected by job insecurity. To this end, workers should have a comprehensive right to job security that protects them from unfair dismissal. So, it is expected that the company's vision and mission being job security-oriented and including practices that value employees will be effective in increasing organisational commitment and job satisfaction.

- Studies show that workload is the strongest predictor of exhaustion. The higher the workload, the greater the emotional exhaustion and stress. Experiencing stress affects satisfaction with working conditions. This finding is of particular interest because a particularly large number of employed people report experiencing stress at work. Employers should therefore provide employees with stress-free working conditions.

- In addition to psychological stress, physical stress also has a negative impact on the quality of life at work or even the health of employees. Employers should be held primarily responsible for taking the necessary measures for health and safety at work. A comprehensive inspection mechanism should be carried out by both local health ministry organisations and trade unions. The aim of preventive health care should be to reduce the number of occupational accidents and diseases to a minimum.

- In short, employers should take measures such as developing labour resources, improving training opportunities, improving work-life balance, reducing workload, conducting studies to increase organisational and professional commitment, strengthening organisational support and having a satisfactory wage system.

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