

## The Relationship between Job Satisfaction and Individual Performance

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**Abstract:** The success of businesses that wants to have a competitive edge around the ever-changing business environment is concerned with the productivity of their employees, who are the most important resources. Satisfaction from work and the work environment will bring the employees gratification. This study was aimed to determine the relationship between job satisfaction and individual performance that was reached out to managers and employees who are in different sectors in the textile industry. Out of 121 questionnaires only 110 were accepted for analysis. In the first part of the three-part questionnaire, the demographic characteristics of the participants were determined, then in the second part, the "Minnesota Job Satisfaction Scale" was used to measure job satisfaction perceptions and in the third part, the "Individual Performance Evaluation" scale was used to measure individual performance. The data obtained were obtained through the IBM SPSS statistical program by Anova, frequency, Pearson correlation, reliability, simple linear regression analysis and t test. As a result of the analysis the correlation between job satisfaction perception and individual performance of employees was found to have a positive and significant effect but on a weaker level. It was concluded that age from demographic variables was a factor affecting individual performance but gender and marital status are not a factor affecting performance.

**Keywords:** Job Satisfaction, Performance, Individual Performance

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### I. Introduction

Competitive conditions are active in the business world where rapid change is necessary and the need to work efficiently is a priority. With this priority, it is considered that employees will reach the goals and objectives of the companies if they attach importance to their job satisfaction and individual performance, which in turn causes the companies to improve these factors. Generally speaking, job satisfaction which is expressed as an emotional reaction to employees is among the most important concepts. Positive attitudes toward work suggest the individual is satisfied but when the attitude is negative it expresses dissatisfaction<sup>1</sup>. Performance, which is a concept related to the results obtained about the business, can be expressed as the degree of reaching the specified targets. It is observed that an increase in job satisfaction has an increase in performance. In a highly competitive environment the idea that job satisfaction and individual performance are gaining importance in order to gain superiority. The main purpose of our study is to examine the relationship between these two. When the relationship between job satisfaction and individual performance was examined, the interpretation of the results reveal the importance of studying the relationship between job satisfaction, performance, the influencing factors, demands in the workplace, expectations, expectancy levels and benefits to be achieved. As part of the research, theoretical framework of the concepts of job satisfaction and individual performance was developed by literature review. After the conceptual framework, analyzing the data obtained by the questionnaire to examine the relationship between job satisfaction and individual performance was conducted and the application section of the study with interpretation of findings was established. Job satisfaction plays an important role in increasing the efficiency and performance of the human factor, which is one of the basic resources of enterprises; the relationship between job satisfaction and individual performance, and the factors that influence the importance of research.

### II. Job Satisfaction and Individual Performance Conceptual Framework

The competition is growing steadily so that businesses can survive and the ability to maintain their assets in a healthy manner is related to the healthy management of employees' attitudes and behaviors. Job satisfaction is among the most important results of these attitudes and behaviors<sup>2</sup>. Job satisfaction, which is addressed by individual and organizational dimensions, is an important issue in terms of both person's spiritual

experience and organizational success and continuity<sup>3</sup>. The first research that aimed at ensuring job satisfaction is the Hawthorne studies conducted by Elton Mayo and colleagues at the Chicago Western Electric Company. Mayo plays an important role in the emergence of ideas and views and the approach of the human relationship<sup>4</sup>. Elton Mayo and colleagues, as researchers and Taylor suggested that people are not machines for this reason, by attributing their movements to some primitives, their efficiency cannot be increased much, but that some socio-psychological factors in their productivity are more influential, they should be valued as human beings<sup>5</sup>.

The importance of some studies in the literature on the relationship between job satisfaction and individual performance; Crossman ve Abou-Zaki; "Job Satisfaction and Employee Performance of Lebanese Banking Staff" results, show that job satisfaction is not independent of all business aspects and that satisfaction can lead to other satisfactions and business performance is increasing with job satisfaction<sup>6</sup>. Chen and Silverthorne's work on "The Impact of Locus of Control on Job Stress, Job Performance and Job Satisfaction in Taiwan" have shown an important role in predicting job satisfaction, stress and performance levels<sup>7</sup>. Aygün, in his study entitled "Job satisfaction's effectiveness on staffs performance and business stress' role of intermediation: A study of bank staffs"; found that job satisfaction is an effect on performance and that job satisfaction is the mediating role of work stress in influencing on job performance positively and meaningfully<sup>8</sup>. Odabaş work titled "Relationship between Job Satisfaction and Individual Performance" assessed the relationship between job satisfaction and performance and found that job satisfaction affected changes in performance level but not enough to fully explain the performance concept<sup>9</sup>. Yazicioglu, "Relationship of Job Satisfaction and Employee Performance in Organizations: Turkey and Kazakhstan Comparison" in the study; It was found that there is a significant relationship between job satisfaction and performance of Turkish and Kazakh teachers and the difference between job satisfaction and performance in terms of gender and years of work<sup>10</sup>. For individual performance than can vary from person to person it is thought that the applications to be made by investigating the effective factors will provide positive contributions to the enterprises.

It is known that there are different definitions in the literature about the concept of job satisfaction, expressed as the happiness provided by the material interests obtained from the work, and the workplace, with the colleagues who enjoy working together<sup>11</sup>. People who are rewarded for their high performance at work experience job satisfaction by feeling successful in their work-related goals, and those who think that rewarding is inadequate and unfair are experiencing a feeling of dissatisfaction with their failure<sup>12</sup>. According to Spector, it is the degree to which people love individual work and they are confronted as the emotions they feel about the different aspects of their work<sup>13</sup>. Creating emotional integrity with the workplace increases the job satisfaction of the worker and prevents negative behaviors such as absenteeism and job separation. It also enhances the integrity motivation that the person creates with his working environment<sup>14</sup>.

Job satisfaction is a function of the "values" which are expressed as "something an individual consciously or unconsciously wants to achieve". The higher the "importance level of values" that is achieved /obtained in business life, the higher the job satisfaction<sup>15</sup>.

Job satisfaction is manifested in two ways from an individual point of view to internal and external satisfaction. Fee; "external satisfaction" obtained as a result of working as economic awards; the satisfaction felt during the work, such as the sense of accomplishment, is expressed as "internal satisfaction"<sup>16</sup>. Job satisfaction shows a characteristic that varies from person to person.

It is known that working covers a large portion of people's lives so the attitude during negative and positive situations in the business environment will affect their workforce, colleagues and organization. The performance of those with high job satisfaction is influenced positively, which contributes to the efficient and productive working environment expected from the business perspective. The two main factors affecting job satisfaction are individual and organizational factors. Individual factors have a significant effect on job satisfaction where the various features the individual possesses as well as the experience the individual has acquired throughout his life. Individual factors include gender, age, education, intelligence, talent, personality, status, and the duration of the same job. Organizational factors can be expressed as wages, promotion possibilities, appreciation, communication, management style, relations with colleagues, working conditions as well as job security<sup>17</sup>. No matter what, it is important to remember that there are many problems in businesses where job satisfaction is not provided. The most fundamental of many problems arising in enterprises can be listed as high altitude, high absenteeism, high employee turnover rate, low corporate loyalty, increased alienation, stress, conflict and malaise, strikes, increased theft rates, damaging or sabotaging machinery and facilities and as well as low physical health<sup>11</sup>. Job satisfaction has three important dimensions. First, it can be expressed as an emotional response to a job situation. Second, it can often be expressed by the extent to which outputs are anticipated. Job satisfaction brings with it many attitudes related to work which include pay, promotion possibilities, management style and colleagues<sup>18</sup>.

Another concept that is examined together with job satisfaction is performance; it is a concept that describes how they arrive at the result for the purposes of the organizational workforce<sup>19</sup>. Occupational performance; is defined as the end result of aligning the expectations of the workers with the aims of the

organizations<sup>8</sup>. According to another definition it is the level of fulfillment of a job or the behavior of the occupation that is expressed<sup>20</sup>. People will have an effective job satisfaction result if they can demonstrate their performance at a high level. Organizations seeking to achieve their goals are intensely involved with the resources they have in line with their vision. In order to achieve organizational goals, employees at all levels should produce positive results in all processes so that the increase in organizational performance is closely related to the individual performances of all the occupations. Individual performance; personality, values, attitudes, and talents of the individual eventually will be reduced or moderated. The combination of these factors influences the perception of the individual and ultimately its performance<sup>21</sup>. The relationship of these factors is closely related to job satisfaction of the individual and the performance reveals the job satisfaction to performance relation. For organizations the preferred performance an employee should work on is individual performance because an organization can only be as good as the performance of its staff<sup>22</sup>. Performance is the level of achievement that the worker has achieved as a result of all the efforts that he has spent in fulfilling the duties assigned to him by the organization. The efficiency level is achieving the goals of the work being done. An individual's performance depends on his or her qualitative qualities and their abilities as well as their beliefs and values. The reward of the performance is then transformed into job satisfaction<sup>23</sup>. While performing tasks within the scope of their work in the organizations employees are influenced by their organizational and environmental factors as well as their personal characteristics while performing tasks. Many factors can influence the performance change that can vary from person to person which can have a negative or positive affect. Working in a job that is in harmony with the individual's personal abilities, working conditions of the organization and environmental factors are all influential on the performance of the individual. When the factors affecting job satisfaction are taken into consideration, the results of job satisfaction can be explained under three main topics in terms of individual, organization and management. An increase in job satisfaction leads to an increase in the employee's commitment to work. Organizations that can respond to the demands of businesspeople occupational satisfaction levels continue. Along with occupations with high job satisfaction, management is also productive and the respect for managers is increased.

### **III. Material and Methods**

In today's increasingly competitive environment where businesses are developing and progressing faster, increasing the level of job satisfaction of employees will increase the efficiency of the business by affecting the business performance positively. For this reason, it has been decided to investigate the relationship between job satisfaction and individual performance. Job satisfaction plays an important role in increasing the efficiency and performance of the human factor, which is the basic resources of the enterprises; the relationship between job satisfaction and individual performance are the factors that influence the importance of research.

Literature survey and a questionnaire technique were used in the research. In our study with the literature review, out of 121 questionnaires only 110 questionnaires were deemed suitable for analysis because some were missing information and blank ones were excluded. The collected data were analyzed by using the IBM SPSS statistical program, reliability, frequency, Pearson correlation, simple linear regression analysis, t test and Anova tests which were interpreted by showing them through the tables.

The questionnaires prepared in this study were answered by the managers and employees in different departments in the textile sector in 2018. While the population of the factory was 140 questionnaires were distributed to 121 and only 110 were accepted for data analysis because some of the questionnaires were not filled out or missing information.

A questionnaire was used as a tool to collect data. The questionnaire consisted of three parts. In the first part, the participants' demographic characteristics were tried to be determined. In the second part, "Minnesota Job Satisfaction" scale was used to measure participants' job satisfaction perceptions. In the third part, "Performance Evaluation" scale was used for individual performance measurement.

The Minnesota Job Satisfaction Scale (short version) was used. Minnesota Job Satisfaction Scale; It was developed by Weiss, Dawis, England and Lofquist (1967)<sup>24</sup> and adapted to Turkish by Baycan in 1985. There are two dimensions, the internal dimensions (1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12) and the external dimensions (13, 14, 15, 16, 17, 18, 19, 20). There are a total of 20 questions on the scale and a five-point Likert type (1-Never Satisfied, 2-Satisfied, 3-Undecided, 4-Satisfied, 5-Very Satisfied).

Occupational Performance Scale; Sigler and Pearson (2000)<sup>25</sup>, Kirkman and Rosen (1999)<sup>26</sup> was measured with 4 expressions. Five-point Likert type scale (1-Absolutely not, 2-Disagree, 3-Undecided, 4-Agree, 5- Absolutely Agree).

**Data Analysis**

The obtained data were analyzed by SPSS program after being transferred to the computer. Reliability, frequency, Pearson correlation, simple linear regression analysis, Anova and t test were used to evaluate the data.

**Findings and Comments of the Research**

**Table 1: Frequency Analysis of Participants' Demographic Characteristics**

Variable	Frequency	Percentage
<b>Age Group</b>		
18-25	20	18,2
26-30	30	27,3
31-35	24	21,8
36-40	21	19,1
41 & older	15	13,6
Total	110	100,0
<b>Gender</b>		
Male	69	62,7
Female	41	37,3
Total	110	100,0
<b>Marital Status</b>		
Married	78	70,9
Single	32	29,1
Total	110	100,0
<b>Education Status</b>		
Elementary-Middle School	55	50,0
High School	43	39,1
Associates	5	4,55
Bachelors	5	4,55
Masters	2	1,8
Total	110	100,0
<b>Years Working</b>		
Less than 1 year	13	11,8
1-3	37	33,6
4-6	28	25,5
7-9	26	23,6
10 years or more	6	5,5
Total	110	100,0
<b>Managerial Status</b>		
Manager	10	9,1
Not a manager	100	90,9
Total	110	100,0

When the demographic characteristics of the sample were examined there were 18.2% (20 people) in the age group between 18-25, 27.3% (30 people) in the age group between 26-30, 21.8% (24 people) in the age group 31-35, 19.1% (21 people) in the age group 36-40, and 13.6% (15 people) in the age group of 41 and over. In this case, the age group with the highest participation rate is 30 people and the age range is 26-30 years. The least amount of participation was 15 people at 13.6% and they are in the 41 and older age group. 62.7% (69 people) of the participants were male and 37.3% (41 people) were women. 70.9% of the participants (78 people) were married and 29.1% (32 people) were not married. It was found that 50% (55 people) of the participants were elementary and middle school graduates, 39.1% (43 people) of the participants were high school graduates, 4.55% (5 people) of the participants were associate degree graduates, 4.55% (5 people) of the participants were Bachelor degree graduates, and 1.8% (2 people) of the participants were Masters degree graduates. The duration of participants that worked at the organization that is less than 1 year 11,8% (13 people), 1-3 years 33,6% (37 people), 4-6 years 25,5% (28 people), 7-9 years 23,6% (26 people), and those who have 10 years or more consist of 5.5% (6 people). 9.1% (10 people) of the participants are managers and 90.9% (100 people) are not managers.

**Table 2: Reliability Analysis**

	N of Items	Cronbach's Alpha
Job Satisfaction	20	,941
Individual Performance	4	,856

As a result of the reliability analysis, job satisfaction was found as Cronbach Alpha value of (, 941) and individual performance as Cronbach Alpha value of (, 856). According to the Cronbach alpha values obtained it indicates that the questionnaire has a high reliability value. According to Yaşar<sup>27</sup>, it is within the range of 0,41 <a <1,00, indicating that it is safe place to work and the level of reliability is good.

**Table 3:** Job Satisfaction and Individual Performance Relationship

	Job Satisfaction	Individual Performance
Pearson Correlation	1	,260**
Sig. (2-tailed)		,006
N	110	110

\*\* p<0.01

Pearson Correlation Analysis was used to determine whether the job satisfaction perception was an effect on individual performance perception. According to this, job satisfaction perception is (r = 0.260, p <0.01). It is seen that employees have a positive and meaningful effect on individual performance perceptions even at a weak level.

**Table 4:** Analysis of Participants' Individual Performance Levels by Gender

	Gender	N	X	SS	Sd	t	p
Individual Performance	Male	69	4,0580	,68485	108	1,673	,097
	Female	41	3,7988	,93244			

The difference between the means of the t tests was found to be insignificant for the independent samples (t108 = 1,673, p> 05)<sup>28</sup> for the independent samples to determine whether the individual performance levels of the participants varied significantly according to gender. According to this it can be said that gender is not a factor affecting the individual performance of the participants.

**Table 5:** Analysis of Analysis of Participants' Individual Performance Levels According to their Marital Status

	Marital Status	N	X	SS	Sd	t	p
Individual Performance	Married	78	4,0449	,63928	108	1,742	,084
	Single	32	3,7578	1,06348			

The independent sample t-test was conducted to determine whether the individual performance levels of the participants varied significantly according to their marital status (t108 = 1,742, p>, 05). According to this, it can be said that marital status is not a factor affecting the individual performance of the participants.

**Table 6:** Analysis Analysis of Individual Performance Levels of Participants According to Age Variables

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5,871	4	1,468	2,465	,049
Within Groups	62,527	105	,595		
Total	68,398	109			

Anova test was performed to determine whether the individual performance of the participants varied significantly with age (F105 = 2.465, p <.05). According to this it can be said that the age variable is a factor affecting the individual performance of the participants.

**Table 7:** Simple Linear Regression Analysis on the Prediction of Individual Performance

Variable	B	Standard Error	B	F	t	p
Fixed	3,210	,278		7,845	11,542	,000
Job Satisfaction	,221	,079	,260		2,801	,006

The regression analysis conducted to examine the relationship between job satisfaction and individual performance shows us that there is a meaningful and positive relationship between the two variables (p <0.01, beta = .260). The model was significant (Sig: .006) and the R2 value was (0.068, F = 7.845).

#### IV. Conclusion

Today, the most effective organization tool that can cope with international competition is human power. According to this, the 21st century represents a period in which the human factor is understood as the basis. Effective and efficient use of human resources in the workplace and in their work has also become important<sup>29</sup>.

It is not possible for organizations to survive without their employees and it seems impossible for employees to reach their goals without the organizations. The success of organizations depends on the superior performance of their employees. This can only happen to those who are satisfied with the job, in other words, those who are satisfied with the job have a better individual performance. In this context, human resource management has become an indispensable topic for employees' motivated businesses to measure their performance and satisfaction levels<sup>17</sup>.

Earlier studies have shown that demographic characteristics differ only in the level of education, wages, career, job satisfaction and performance levels of employees<sup>29</sup>. Some studies of the literature were examined; while job satisfaction is not independent of all aspects of business, satisfaction can lead to other satisfaction while business performance is increasing. Job satisfaction is an influence on performance. Stress and performance level play an important role in job satisfaction. The role of job stress in the impact of job satisfaction on occupational performance is positive and meaningful. Job satisfaction influences changes in performance level, but this is not enough to explain the concept of performance completely and the relationship between job satisfaction and performance of individuals. The relationship between job satisfaction and performance, was found that the individuals covered by the research and the relationship between job satisfaction and performance differed in terms of gender and years working at the occupation and satisfaction level was changed by various individual factors<sup>6,7,8,9,10,30</sup>.

As a result of the analysis in the research, the job satisfaction perception has a weak and positive effect on the individual performance of the employees. These results will support previous studies. Furthermore, in the regression analysis made, it has been concluded that job satisfaction is a predictor of individual performance. Thus, it can be said that job satisfaction is a factor indicating the change in the performances of employees and managers. In addition to our study, different from demographic variables, age was a factor affecting individual performance. Gender and marital status are not a factor affecting performance from other demographic variables.

Job satisfaction, which is important both in terms of employee and business, can be considered as high motivation and high performance for the employee. For businesses that want to achieve success in the business environment, when factors that affect the job satisfaction of the employees are given importance, the job satisfaction of the employees will be ensured. This will bring an increase in performance. Employees are influenced by their organizational and environmental factors as well as their personal characteristics while performing tasks within the scope of their work in the organizations. Many factors influence the performance change that can vary from person to person.

There is a limiting feature in this research. A limited number of subjects participated in the survey, as the research was initially conducted in a medium-sized enterprise. The results are therefore not sufficient to make generalizations, but may contribute. However, similar work can be done in large scale enterprises to achieve more general results. In addition, differences can be revealed by comparing the results with the work done to reach the overall results at different sizes of the same enterprises.

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