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## Research Article

### FROM WHICH CHARACTERISTICS OF THE JOB EMPLOYEES PERFORM ARE THEIR JOB AND LIFE SATISFACTIONS AFFECTED?

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#### ABSTRACT

Behaviors of employees constitute focal point of a number of scientific studies conducted about organization behavior and the thought that such behaviors are affected from the satisfactions of employees that they get from their jobs and that they feel from their lives comes to the fore. Because of this, "Job and life satisfaction" come up as two issues having a high degree of importance among organizational behavior issues. In this context, in the study conducted; it was researched how much job characteristics which are a critical factor in business life affect satisfactions that they get from their jobs and their life satisfactions. Within the scope of this, 5 main Job characteristics (diversity, integrity, independence and feedback conditions of skills) determined with job diagnostic survey developed by Hackman and Oldham (1974) were used in this research which was conducted on 585 people who work in institutions which are active in government private sector. According to findings obtained, it was determined that job characteristics have more effect on job satisfaction than life satisfaction. It was found that whereas integrity of job in job characteristics in life satisfactions of employee is effective on life satisfactions of employees, other four job characteristics in life satisfaction are effective on job satisfaction. In addition to this, it was examined whether perceptions towards characteristics of the jobs employees perform change according to some demographic factors (sex, age and marital status) within the scope of this.

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#### INTRODUCTION

Nowadays, the only way to stand in changing business world with the effect of intensive completion, is to develop new strategies that will provide superiority against competitors. It was found that strategies businesses, which put to use and carry out, which gives importance to feelings, thoughts, beliefs of work power constituting focal point of successful strategies and which accept their knowledge together with its skills as a whole are successful (Barsade and Gibson, 2007).

All of the employees from the most unqualified ones to CEO in an organization comprised human resources of a business (Aktan, 2003: 227). Today, an idea unity is enabled in the literature that the most precious resource of for organizations is human, who is an element of intellectual capital. It cannot be thought that without employees in businesses, the business exists (Genç, 2003: 112). Jobs of employees working in organizations, which they perform, involve important part of their lives. Therefore, characteristics of the job that employees

perform and all dimensions of the job have the potential to affect their lives completely (Çakıcı *et al*, 2013).

As the levels of job satisfaction of employees at the focal point of working life increase, quality of job performed and their reflections on business are in the positive direction (Çevik and Korkmaz, 2014). High performance that employees show as a result of this effect significantly contributes to the performance of business. Other important factor affecting work performance of employees is life satisfactions of employees. Therefore, that both life satisfactions and job satisfactions of employees are high is very important for business. As a result of this, Businesses give weight to studies aimed at increasing job satisfaction of employees and depending on this, their individual performances by increasing quality of working life (Uyguç *et al*, 1998).

Actually, it is considered that it is not a correct approach style to separate human life with working life and private life with exact lines. Especially, academicians who deal with

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organizational behavior should not fall into such a separation (wrong). Because working life, except for passive time spending sleeping, involves part of a long time when daily life of human, accordingly, his life passes. Therefore, it has been an issue on which respective academicians and practitioners focus to research what are the factors affecting job and life satisfactions of employees. Within this scope, when it is mentioned about a number of factors which are effective in the work environment, characteristics of the job performed personally are thought to have an important effect on job and life satisfactions.

Within this context, studies were conducted by focusing on different variables which are thought to be effective on job and life satisfactions. For example, studies such as life satisfaction and crime fear (Öztürk and Yıldız, 2017), financial and life satisfaction in retirement, (Öztürk and Hazer, 2017), job satisfaction and job satisfaction and burnout (Boymul and Yaşa Özeltürkay, 2017), life satisfaction and general cognitive skills (Gonzalez-Mulé, 2017), job satisfaction and organizational commitment (Özmen and Kahraman, 2017), job satisfaction and job characteristics (Zhao et al, 2016), job satisfaction and perception towards social responsibility activities (Baran and Çelik, 2017) were performed and determining factors affecting job and life satisfaction (Altunel and Akova, 2017) was given importance.

In this study conducted, it was researched how much job characteristic, which is a critical factor in working life, affects satisfactions that employees feel from their job and life satisfactions. Within this scope, how much 5 main job characteristics (diversity, integrity, independence and feedback conditions of skills) determined with job diagnostic survey developed by Hackman and Oldham (1974) affects job and life satisfaction was tried to be determined.

In the sections of the study hereafter, conceptual review related to research variables and literature review were given place and research hypotheses were determined as a result of this survey. After then, method and findings of the research were mentioned. In the section of conclusion, findings obtained were interpreted under the light towards academicians and practitioners.

### **Conceptual Framework**

In this study, three variables were dwelled on. Job and life satisfactions are job characteristics, which is the independent variable of the research and dependent variables which this variable affect. Conceptual and organization information related to research variables are summarized below.

### **Job Characteristics**

First studies related to job characteristics came up as a result of practices of job enlargement, job enrichment and job rotations which were developed in the 50s and 60s in order for negative results, such as monotony, weariness and job dissatisfaction which practices, which were designed according to principles of scientific management, created, put forward by Taylor (1911) to be removed, and accordingly, for job productivity to be increased. Some of the studies related to job enlargement, job enrichment and job rotations (Mann and Hoffman, 1956; Lawler, 1969; Alderfer, 1969; Susman, 1973) put forward that

these practices increase job satisfaction and some do not affect productivity much although they increase quality of working life, and effects of the others are not up to par. These different results, which were obtained, led researches to think of internal motivation that the job creates on employees and had an important effect on developing theory of job characteristics (Taber and Taylor, 1990).

Internal motivation of employees according to job characteristics, can only be enabled with existing of three critical psychologic conditions, which are described as employees' regarding their jobs meaningful, their feeling responsibility for outputs of their works and their having information about the results of the work, at the same time (Fried and Ferris, 1987: 288). Of these three critical psychologic condition, employees' regarding their jobs meaningful is related to whether employees are permitted to use different skills of theirs, whether he carries out his work from the beginning to the end himself, whether his work has effect on other people, their feeling responsibility for outputs of their works is related to whether employees are given authority to use discretionary power at the points of probable decisions and their having information about the results of the work is related to whether they are informed about how correctly employees carry out their works.

Three critical psychologic conditions which enable internal motivation of employees result from main characteristics of the job. Main characteristics of job have five dimensions. They are called as diversity skills, integrity of job, importance and meaningfulness of job, autonomy and feedback of job (Hackman and Oldham, 1976: 256-258). Let's describe these demensions of model of job characteristics; diversity skills is related to the number of different skills necessary in order for job to be performed and whether employees are permitted to use different skills of theirs (Bilgiç, 2008: 68). Integrity of Job is describes the perception related to whether employees perform whole of the job or part of that (Aşan, 2000). Importance and meaningfulness of job is related to whether job has effect on other people or whether a job performed creates important differences in lives of others (Bilgiç, 2008: 68). Autonomy of job is described as the independence of employee's being able to realize his job as the way he thinks it should be or in other words, giving them freedom, independence and the authority to use discretionary power in determining procedures related to executing the job and at probable decision points within the process of executing the job (Gannon, 1979: 184). Feedback of job describes the information given to employee about how much correctly he performs his job personally (Sun, 2002). However, these characteristics give positive results on individuals whose need of development is high.

Job Diagnostic survey was developed in order to measure the concepts related to dimension of job (Hackman and Oldham, 1975). This survey measures the perceptions of employees related to their jobs. When employee answers questions related to job characteristics in diagnostic survey, job's general potential of motivating can be calculated (George and Jones, 2012: 188). Job's general potential of motivating is calculated by multiplying arithmetic average of total points of importance of job by points of autonomy and feedback (Job's general

potential of motivating = (Diversity skills + integrity of job + importance of job /3) x autonomy x feedback) That Job's general potential of motivating is found to be high shows that job motivation and job satisfaction of person is high. However, people have the need of different types of growth and development. Hackman and Oldham (1975) stated that for individuals whose development need is high, job characteristics will motivate the people. A job's Potential of motivation does not guarantee that employees will be motivated, will show a high performance and they will be motivated. Motivation potential of employee is the characteristics determining the response he gives to a high job, level of knowledge and skill, power of development need and satisfaction he obtains in the working environment. They are in the model as regulatory variables.

Although Job characteristics are described in different dimensions by different researches, Boonzaier *et al.* (2001) stated that subjective reporting of job characteristics underwent a strict empirical test and there is sufficient evidence related to its validity. Therefore, it was informed that there is no need to use a parallel measuring tool and after then, studies of testing the model were ceased. (Bilgiç, 2008: 74).

### **Job Satisfaction**

Job satisfaction (JS) which is associated with meeting expectations of employee has attracted attention for ages by showing (Ellickson, 2002: 343) in terms of both psychologic area and behavior sciences by showing respect that employees deserve humanistic approach (Ishfaq *et al.*, 2011: 228; Yang and Wang, 2013: 566). Because JS has multidimensional structure, one of the two approaches in its description is that positive feelings about his job formed as a result of his considering characteristics of job (Leadership, management style, promotion opportunities, working conditions and human relations) are seen as JS (Steers, 1991: 80; Friday and Friday, 2003: 429; Ishfaq *et al.*, 2011: 228; Robbins and Judge, 2012: 75). The second is that JS is seen a reaction they show against those employees obtain from work (salary, other benefits, appraisal, appreciation) (Hodgetts, 1991: 88; Savery, 1996: 19; Crossman and Abou-Zaki, 2003: 369; Gordon, 2011: 191).

In both descriptions are stated that JS is feelings which show continuous change from negative to positive and from positive to negative (West and Berman, 2009). Therefore, it is stated that degree of job satisfaction may be between excessive satisfaction and excessive dissatisfaction. (Keklik and Coşkun Us, 2013: 144). In this direction, on the one hand job satisfaction is described as emotional reaction of employee against his role in his job (Bayrak Kök, 2006: 293; Işcan and Timuroğlu, 2007: 125), on the other hand it was suggested that job satisfaction is a behavior involving evaluation judgements rather than emotional reaction (Lim, 2008; Turgut, Tokmak, and Ates, 2017). With regard to both approaches about description of job satisfaction, it is obvious that job satisfaction is a both emotional and cognitive fact. (Robbins and Judge, 2012: 77). In other words, when moral and material profits he obtains in return for his labor is compared with quality and quantity of job, existing of job satisfaction may be stated on employees which decide whether expectations from job are compatible with their own perceptions. (Spector *et al.*, 2001).

Even though job satisfaction as an attitude is different from motivation involving behavior, it came up with motivation theories of examining systematically in the literature (Toker, 2007). Within this support, it may be said that double-factor theory of Herzberg (1966-1968) is the first study related to job satisfaction which was carried out (Ishfaq *et al.*, 2010: 71; Yang and Wang, 2013: 567). Herzberg stated that factors causing job satisfactions are different from those causing job dissatisfaction. This theory shows parallelism with Maslow's (1943) theory of hierarchy of needs which can be described as that people whose basic needs are met run after their high-level needs such as success and self-improvement. However, conducted studies which are related to double-factor theory produced different results.

Although meaningful difference between job satisfaction and dissatisfaction was supported, it was needed to explain what the motivating and protective factors are in detail. Whereas motivating factors can affect job dissatisfaction, protective factors can also job satisfaction. In addition to this, some protective factors such as salary were stated to be an important element affecting job satisfaction in different sectors and cultures. (West and Berman, 2009; Robbins and Judge, 2012: 82). But, because behaviors of employees are complex, it is quite hard for any one of motivation theories solely to explain the issues of motivation and job satisfaction as a whole (Can *et al.*, 2001: 308). Job satisfaction is a fact which occurs when job characteristics and demands of employees comply with each other and which determines employees' feeling happiness from their jobs (Yiğit *et al.*, 2011). If employees cannot obtain satisfaction from their jobs at the rate of how much they deserve, they start not to enjoy the job they perform and to move away from their jobs. As a result of this, dissatisfaction becomes effective in their daily lives and they drift towards environment of general unhappiness (Weiss, 2002).

Elements determining job satisfaction entered interest area of almost every study related to the issue and it was stated that job satisfaction is a multidimensional structure and it is formed as a result of different dimensions and elements' coming together (Ishfaq *et al.*, 2011: 228; Yılmaz, 2012: 3). So, whereas Hodgetts (1991: 88) stated that main factors determining job satisfaction are salary and other benefits, promotion, leadership, the job itself and working group, Friday and Friday (2003: 429-430), Crossman and Abou-Zaki (2003: 369), Savery (1996: 19) stated that dimensions of job satisfaction are comprised of factors such as salary, safety, promotion, leadership, management style, working conditions, friendship environment, being appreciated and the job itself and etc. When common points of elements determining job satisfaction by different researches are considered, approaches explaining job satisfaction can be gathered under three titles. According to the first approach, job satisfaction is the function of matters related to job and it is a result of job.

According to the second approach, job satisfaction must be taken into consideration from the perspective of interpersonal relations as a function of environment. According to the third approach, the reason why employees performing the same job in the same environment have different job satisfactions results from their personal characteristics. It is obvious that these three approaches about job satisfaction must be taken under consideration.



Results of some of researches made about job satisfaction are these (McShane and Von Glinow, 2016: 76-77): There is a positive relation between job satisfaction and performance even if it is partly. That is, when employees have positive attitudes against their jobs and workplaces, they are more productive, to a certain extent. In addition to this, it is stated that employees who are happy with their jobs have positive feelings, and such condition reflects on their behaviors and increases customer satisfaction. Findings of Empirical study conducted in the literature have the quality of supporting that job satisfaction is a processor of organization loyalty of employees (Brown and Peterson, 1994). Indeed, a negative directional relation was found between job satisfaction and intent to leave. (Fang, 2001: 871). It was determined in the studies conducted that Job Satisfaction has positive effect on reducing the rate of leave of employment and leave of absence (Shalley *et.al.*, 2000; Bayrak Kök, 2006), condition of employees' presenting organizational citizenship behavior (LePine *et.al.*, 2002) and increasing customer satisfaction (Koys, 2001).

### **Life satisfaction**

Life satisfaction means a person's enjoying his life and being happy with his life (Haybron, 2007). In other words, life satisfaction is the state of happiness that a person feels as a result of evaluations he has made by leaning on indicators, which he knows as correct, related to life he lives (Diener, 1984). Life satisfaction, at the same time, is not a satisfaction leaned on a single certain situation or happening, it involves all dimensions of life by meeting general needs of his life and his expectations (Diener and Diener, 1996). Therefore, the essence of life satisfaction shows its cognitive aspect of subjective well-being related to happiness resulting from perceptions and expectations (Diener, 1984; İköz and Kırtıl, 2010; Turgut, Tokmak, and Ates, 2017). That is, it is considered as a component of subjective well-being which has two elements, emotional and cognitive, which is known as happiness in daily lives of people (Pavot and Diener, 1993). Whereas emotional aspect of subjective well-being is examined in two parts, which are pleasant and unpleasant emotions, its cognitive aspect or aspect directed to judgement points out life satisfaction (Pavot and Diener, 1993; Gadermann *et.al.*, 2010; Hsieh, 2003; Ozben, 2013; Eryılmaz and Ögülmüş, 2010).

In the study that Lucas *et al* conducted (1996), they showed that pleasant emotions, unpleasant emotions and life satisfaction are the structures which can be separated from each other. Therefore, condition of being satisfied was taken into consideration separately from emotional aspect of well-being studies. Tendency to ignore or deny unpleasant emotions even though people continue to affect their own lives negatively, that emotional reactions occur instantly and with a short duration, contrary to satisfaction happenings, that people consider their lives according to cognitive values and purposes can be counted among the reasons of this. (Pavot and Diener, 1993). Because Life satisfaction is a judgmental process when individuals consider their life qualities also with their own criteria, people tend to connect a good life concept to a single criterion rather than a general consideration. However, these criteria may be different for each individual. Even in the condition where these criteria are the same, standards of these criteria can differ for each individual. Because of this, Pavot

and Diener (1993) stated that it must be focused on general life satisfaction rather than condition of being satisfied in a specific area.

Two main approaches, which are top-down and bottom-up, are used in measuring and conceptualizing life satisfaction (Saldamlı, 2008; Hsieh, 2003): According to top-down approach, he feels happy or unhappy as a result of his generalizing condition of being satisfied in specific areas. Individual's being satisfied with his life because of issues such as that social relations of a person is good, that he is not in financial difficulty, that he has got a good income, that his job is interesting and etc. can be given as examples of top-down approach. According to bottom-up approach, life satisfaction is the result of personality and condition of individual's being satisfied with any issue is affected from life satisfaction. That neurotic person is not satisfied with his general life, social relations, his income and his job or less satisfied than people around him can be given as an example of bottom-up.

Although researches of life satisfaction are focused on the subjects in life spaces of adults (Greenspoon and Saklofske, 1998), there are researches which examine life satisfaction of different groups such as children, teenagers, the elderly, undergraduates, pregnant women, immigrants, outpatients who have no psychiatric problems (Gouveia *et.al.*, 2009). High life satisfaction for adults was stated to be interpersonal relations, interpersonal lives, physical and mental health and positive outputs in educational status (Marques *et.al.*, 2007). In the studies conducted, it was seen that the more contradictions there are between desires and demands of people, the lower life satisfaction is (Lavalley *et.al.*, 2006). In determining life satisfaction, it was seen that job satisfaction, person's regrets of the past and activities he does in his free time have great importance (Akin, 2008). In other words, it can be said that life satisfaction of people who do not regret from the things they did in the past or who regret less than others, who do activities they like doing in their free times is higher.

In the studies conducted, life satisfaction was determined to have relations also with some socio-demographic variables. Income level (Diener *et.al.*, 1993; Myers and Diener, 1995), culture (Oishi, 2006), marital status (Dockery, 2005), job satisfaction (Özdevecioğlu and Doruk, 2009; Keser, 2005; Aşan and Erenler, 2008; Yiğit *et.al.*, 2011), personal characteristic and values (Perrone, 2007), position of individual at hierarchic level within business (Dockery, 2005; Yiğit *et.al.*, 2011), level of education (King, 1987) can be counted among them. In addition to this, it was stated that Job Satisfaction increases life satisfaction and vice versa (Judge and Lock, 1993), that even effect of job satisfaction on life satisfaction is higher than vice versa. Altunel and Akova found in 2017 that holiday and job satisfactions are the two determiners of life satisfaction under the light of information collected from 258 white-collar employees in private sector.

Validity of theory of job characteristics was discussed sufficiently in the world literature and finally, studies of testing the model was terminated (Bilgiç, 2008: 74). With regard to the subject, It was determined that job characteristics predict job satisfaction better than personal characteristics.

(Thomas *et.al.*, 2004). In the literature research made, no study which researched the relation between job characteristics and life satisfaction was found. However, most of psychologists stated that both job design and personal characteristics provide an important contribution to mental health and job performance of people (Bond and Bunce, 2003: 1057). In the study that Morrison *et al* (2005) conducted, it was stated that autonomy in job and perceived job control affect mental health of employees. Similarly, it was determined that job characteristics explain about 17% of variance in variables related to mental health such as anxiety, stress and exhaustion (Bilgiç, 2008: 74). Within this scope, it can be said that job characteristics positively affect job satisfaction as well as life satisfaction.

Within this context, whether job characteristics of employees are effective on their job and life satisfaction is researched in this study. In addition to this, whether perception towards job characteristics change according to some demographic factors were examined within the scope of the study. Hypotheses to be examined in the study within the scope of this framework are presented below;

**Hypothesis1:** Job characteristics are effective on job satisfaction of employees.

**Hypothesis2:** Job characteristics are effective on life satisfaction of employees

**Hypothesis3:** Perceptions of employees towards job characteristic change according to demographic characteristics (sex, age, and marital status)

## METHOD

### Sample

Employees of 585 institutions which are active in government and private sectors were participated to the research. Within this research, link of survey form prepared as electronically was sent to employees of these institutions. Distribution of questionnaires, which were sent, to employees was enabled by coordinating it with directors of human resources or with the responsible person from units of related institutions dealing with this. %42.6 of participants were women, %57.4 were married and age average was 26.7.

### Scales

Information about measuring tools which were used in the study are summarized below.

**Job characteristics scale (JCS):** Actually, Job Diagnostic Survey which was developed to measure general motivating potential of job and which was towards main job characteristics take up five job characteristics (diversity skills, integrity, importance, independence, and feedback) as a measuring factor each. This measuring tool which was developed by Hackman and Oldham (1974) is comprised of 15 articles in which there are questions and sentences related to characteristics towards job. Each job characteristic are measured with three different questions. The scale is Likert-type one with seven points. (1 – Totally unacceptable, • 4 – Neutral, • 7– Perfectly Acceptable)

**Job Satisfaction Scale (JSS):** When it is thought that job satisfaction is measured in different dimensions, satisfaction felt only from the job itself was taken into consideration in the study. The reason of this, just like in general approach in measuring life satisfaction, was accepted to be that the most

important dimension of job satisfaction is the satisfaction felt from job itself and this dimension shows job satisfaction generally. Therefore, job satisfaction was taken up within the scope of satisfaction only from job itself in the study. In order to measure the variable of Job Satisfaction of the study, four points which measure dimension of “satisfaction felt from job itself” of job satisfaction scale whose reliability and validity study was conducted by Toker (2007), which was translated into Turkish by Ergin (1997), which was developed by Schneider and Dachler (1978) were used. The scale is Likert-type one with five points. (• 1 – Not at all satisfied, • 5 – Extremely satisfied)

**Life Satisfaction Scale (LSS):** Life Satisfaction which is one of the main variables measured in the research is aimed at measuring general life satisfaction of employees. As accepted in the related literature, it is the main determiner of Subjective well-being. Therefore, the scale which was developed by Diener *et al* (1985) in order for life satisfaction to be able to be generally measured on individual basis without giving certain criteria was preferred. Within this context, it was focused on general life satisfaction which is accepted as an indicator of also subjective well-being levels of employees. While measuring life satisfactions of participants, the scale developed by Schneider *et al* (1978), which was adapted into Turkish by Bekmezci and Mert (2013) was used. The scale is Likert-type one with seven points. (1 - Totally unacceptable, • 4 - Neutral, • 7-Perfectly Acceptable)

### Validity and Reliability of Scales

Factor structures of the three scales were verified by making Exploratory Factor Analysis (EFA) in SPSS software package. According to result of EFA, Life satisfaction and job satisfaction scales have single-factor structures, job characteristics scale was determined to have 5 factor-structure (Kaiser-Meyer-Olkin (KMO), sufficiency value of sampling is 0.698 and size of sampling is sufficient for factor analysis. Barlett's test of Homogeneity is meaningful [ $df(105)=1252,548$ ,  $p<0.001$ ] and correlation relations between articles are suitable for factor analysis.) Factor loadings of Cronbach Alpha related to reliabilities of scales were found to be 0.870 for Life Satisfaction Scale, 0.923 for job satisfaction scale, and 0.755 for job characteristics Scale, respectively. Factor loadings related to scales and their sub dimensions and Cronbach Alpha values are in Table 1.

**Table 1** Factor loadings and Cronbach's alpha coefficients of scales

Scale of life satisfaction ( $\alpha=0,870$ )		Scale of job satisfaction ( $\alpha=0,923$ )		Scale of Job characteristics ( $\alpha=0,755$ )	
Factor	Fac. Load.	Factor	Fac. Load.	Factor	Fac.Load.
Single factor	0,76-0,87	Single factor	0,86-0,94	Diversity skills	0,61-0,86
				Integrity	0,58-0,85
				importance	0,55-0,88
				independence	0,73-0,91
				feedback	0,66-0,88

### Findings

Findings of average, standard deviation and correlation related to variables, as well as towards effect of job characteristics on job satisfaction and life satisfaction and those related to

demographic factors obtained as a result of the research are below;

#### Findings of average, standard deviation and correlation related to variables

Findings of average, standard deviation and correlation related to variables are in table 2.

When perceptions of participants towards at job characteristics are considered, it is seen that job characteristic which has the highest average is the importance of job. It is seen that job characteristics having the highest averages following this are diversity skills, feedback condition of job, integrity of job respectively and that the one having the lowest average is independence of job.

When correlation between the variables is regarded, it is not observed that there is a meaningful relation between diversity skills and feedback condition characteristics and the other three characteristics. The highest of these relations was determined to be between independence of job and feedback condition of job.

**Table 2** Findings of average, standard deviation and correlation related to variables

	Ort.	ss	2	3	4	5	6	7
Diversity skills	15,00	3,89	,120*	,345**	,167**	,144**	,184**	,429**
Integrity	14,08	3,83		,042	,109	,117*	,157**	,174**
importance	17,01	3,69			,112	,167**	,117*	,333**
independence	12,36	3,63				,513**	,255**	,435**
feedback	14,47	3,55					,291**	,499**
Life Satisfaction	23,24	6,99						,466**
Job satisfaction	21,94	6,42						

\* p < 0.05; \*\* p < 0.01; N=585

In spite of relational explicableness mentioned above, it can't give a concrete opinion about which variable of correlation analyses affects the other. Therefore, regression analyses were given place in this section of the study. Within the scope of tests of hypotheses, probable effect and explanation powers of five job characteristics which are independent variables on dependent variables (job and life satisfaction) were questioned with regression analyses.

#### Findings with regard to effect of job characteristics on job satisfaction

The results of regression analysis showing probable effect of job characteristics on job satisfaction are in Table 3, Table 4, and table 5. According to results of the analysis, change in job characteristics explains 28.3% of change in job satisfaction (Table 3). According to regression analysis carried out, it was found that job characteristics statistically have a meaningful effect ( $p < 0.05$ ) on perceptions of employees towards at their job satisfactions (Table 4).

However, when coefficients of meaningfulness in the tables are examined, it is seen that dimension of job integrity does not statistically have a meaningful effect ( $p > 0.05$ ) on life satisfaction (Table 5). Therefore,  $H_1$  hypothesis of the research is partly supported. Perceptions of employees towards job characteristics related to diversity skills ( $\beta = 0.295$ ), their perceptions related to importance of job ( $\beta = 0.190$ ), their perceptions related to independency of job ( $\beta = 0.109$ ), and their

perceptions related to condition of receiving feedback related to job ( $\beta = 0.180$ ) affect perceptions towards job satisfaction positively.

**Table 3** Model Summaries

Model	R	R <sup>2</sup>	Corrected R <sup>2</sup>	Estimated Standard Error
1	,532	,283	,270	4,79649

**Table 4** Anova Table

Model	Sum of Squares	Degree of freedom	Mean squares	F	Meaningfulness
1 Regression	2595,145	5	519,029		
Remains	6579,800	286	23,006	22,560	,000
Total	9174,945	291			

**Table 5** Coefficient Tables

Model	Unstandardized coefficients		Standardized coefficients		t	Meaningfulness	Collinearity statistics	
	B	Std. Error	Beta				Tolerance	VIF
(Constant)	1,658	2,129			,779	,437		
Diversity skills	,421	,078	,295		5,418	,000	,847	1,181
Integrity	,136	,074	,094		1,846	,066	,973	1,028
importance	,290	,083	,190		3,506	,001	,854	1,171
independence	,193	,095	,109		2,030	,043	,873	1,146
feedback	,351	,105	,180		3,335	,001	,863	1,159

#### Findings towards effect of job characteristics on life satisfaction

Results of regression analysis showing probable effect of job characteristics on life satisfaction are in Table 6, Table 7 and Table 8. According to results of the analysis, change in job characteristics explains 5.6% of in life satisfaction (Table 6). According to regression analysis made, job characteristics were determined to statistically have a meaningful ( $p < 0.05$ ) effect on perceptions of employees towards their life satisfactions (Table 7). According to regression analysis made, it is seen that the only dimension of job integrity of job characteristics has a meaningful ( $p < 0.05$ ) effect on perceptions of employees towards their life satisfactions and that other dimensions do not have a meaningful ( $p > 0.05$ ) effect on life satisfaction (Table 8). Therefore,  $H_2$  hypothesis of the study is partly supported. Perceptions of employees related to job integrity which is one of perception of employees towards job characteristics ( $\beta = 0.13$ ) positively affect their perceptions towards life satisfaction.

**Table 6** Model Summaries

Model	R	R <sup>2</sup>	Corrected R <sup>2</sup>	Estimated Standard Error
1	,238	,056	,040	6,45439

**Table 7** Anova Tables

Model	Sum of squares	Degree of Freedom	Mean square	F	meaningfulness
1 Regression	712,300	5	142,460		
Remains	11914,505	286	41,659	3,420	,005
Total	12626,805	291			

Table 8 Coefficient tables

Model	Unstandardized coefficients		standardized coefficients		t	Meaningfulness	Collinearity statistics	
	B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	12,813	2,865		4,473	,000		
	Diversity skills	,187	,105	,112	1,792	,074	,847	1,181
	Integrity	,222	,099	,130	2,234	,026	,973	1,028
	importance	,116	,111	,065	1,041	,299	,854	1,171
	independence	,091	,128	,044	,717	,474	,873	1,146
	feedback	,117	,142	,051	,823	,411	,863	1,159

### Findings related to Demographic Factors

When it is examined whether perceptions of participants, related to demographic factors towards characteristics of jobs they perform, change, it was determined that there is no meaningful change in perceptions of employees towards job characteristics according to their age. According to independent t-test which was done within the scope of determining whether there is a meaningful change in perceptions of employees towards job characteristics according to their gender, it was determined that men (24,63) have a more positive perception (at  $p=0.01$  level) than women (13,95) in terms of only condition of job feedback which is one of job characteristics. According to independent t-test which was done within the scope of determining whether there is a meaningful change in perceptions of employees towards job characteristics according to their marital status, it was determined that married ones (12,72) have a more positive perception (at  $p=0.01$  level) than singles (11,91) in terms of only independence of job which is one of job characteristics.  $H_3$  hypothesis of the study was partly accepted.

### CONCLUSION

As emphasized in the introductory section, it is wrong to separate life in two as job and private life. Life should be taken into consideration as a whole and satisfaction felt from life should be associated with job satisfaction. Thus, that job satisfaction is one of two most important determiners of life satisfaction in our society (Altunel and Akova, 2017) shows that job satisfaction is an indispensable part of life satisfaction and points out the necessity that job satisfaction should also be included in studies related to life satisfaction to be conducted. This condition also shows the benefit of including both life and job satisfactions in research as dependent variables when independent variables which are effective on life and job satisfactions are examined. Within this scope, it was researched in the study how job characteristics of jobs employees perform affect their life and job satisfactions.

On the other hand, clear results cannot be obtained in studies conducted on variables which affect job satisfaction and life satisfaction at the same time. For example, in a meta-analysis study conducted on researches which examined the effect of general mental skill on life and job satisfaction by Gonzalez-Mulé (2017), which is a current study, it was determined that general mental skill has a small and positive effect indirectly on life and job satisfaction, but unexpectedly, there is a negative

direct relation between general mental skill and job satisfaction.

Within the context of this complexity, when both similar studies related to the subject and findings obtained from this study conducted are examined, it may be said that relatively complex results were reached.

In a study conducted by Zhao *et al* (2016), it was determined that whereas feedback in job was determined to increase job satisfaction, diversity skills affects job satisfaction negatively. As different from the studies Zhao *et al* (2016), it was found in this study that of the job characteristics, four job characteristics except for integrity of job, that is, importance of job, independence of job, feedback of job and diversity skills of job are effective on job satisfaction and increase job satisfaction. According to this, as the number of skills required for performing a job within the scope of diversity skills increases, level of job satisfaction of employees increases. On the other hand, perception towards whether the job performed within the scope of importance of job is effective on employees and people also affect job satisfaction. Jobs regarded as important positively affect job satisfaction.

Besides, that employee takes the initiative in the job he performs and that the job he performs has an independent structure from other jobs increases level of job satisfaction. Getting feedback for the job being performed also increases level of job satisfaction. On the other hand, if it is considered why integrity of job, which has no effect on job satisfaction, has an effect on job satisfaction, contrary to four job characteristics, it may be thought that such conditions resulted from change in the structures of jobs. That is, Technologic changes and developments today has also reflected on the structures of jobs and it has started to be impossible for a job solely to operate independent from other jobs when compared to past. That the model developed by Hackman and Oldham (1974) which is used within the scope of the research and within the scope of determining job characteristics is based on a past study dating back 40 years and integrity change in job structures may have caused such a finding to be obtained. Jobs today have come to a condition where a number of units, knowledge and disciplines are taken into consideration with respect to scope and responsibility as processes connected to each other, in which a number of people are contacted and interacted, and which necessitates different skill, education and knowledge levels. When whole of a job is considered entirely, it has become processes which necessitate high responsibility and mentally serious efforts, which take a long time, which are tedious. Such condition can be considered that it necessitates being responsible for everything entirely, and serious time,



labor and mental efforts. In such case, it may show that it is hard for jobs to be performed entirely by an employee

On the other hand, when findings towards the effect of job characteristics which form the other part of the research, on life satisfaction are considered, contrary to that above, that is, in job characteristics' effect on job satisfaction, it was determined that whereas four job characteristics have effect on job satisfaction and integrity of job does not affect job satisfaction, integrity of job is the only job characteristic which is effective on life satisfaction. Remaining four job characteristic, that is, diversity skills, importance of job, independence of job and feedback of job are not effective on life satisfaction. On the other hand, in a study conducted by Shao et al (2016), as different from this one, it was found that only importance of job increases life satisfaction. Of course, In order for the findings related to these studies to be announced and generalized, different researches with a wider scope in which other variables have been included are needed.

According to another finding obtained, It was found that variable of age does not have any effect on perceptions of employees towards job characteristics. This condition shows that is no differentiation in perceptions of employees towards characteristics of diversity skills in job, integrity of job, importance of job, independence of job and feedback of job according to their ages. Such finding should be tried to be explained by repeating studies which are more comprehensive and in which age groups are specified more clearly. However, such a finding obtained within the scope of the study means that conflicts of generations, which are generally emphasized today, do not have any important effects as many as they are thought within the scope of job characteristics or within the scope of perception of job characteristics, that employees jointly perceive job characteristics similarly without being affected from their ages.

According to findings in the study towards effect of genders of employees on perception of characteristics of jobs they perform, of the job characteristics, only feedback is perceived as different according to their genders. According to this, feedback of job was evaluated as better for men than women. Such a condition can be considered that women think they get less feedback of job they perform than men do. On the other hand, it can be thought that women expect more feedback of job than men and also it can be interpreted that they regard feedback of job as less insufficient than men.

According to findings in the study towards effect of marital status, which is one of demographic variables, on job characteristics, it was determined that only dimension of independence of job are effective on perception of job characteristics. According to this, married employees perceive independence of job more positively than single ones. Such a finding can be considered that it may have resulted from their dominance over and responsibilities for the whole job because they are appointed to higher positions and because they are older. Because single employees, who are relatively young, generally work in lower positions because of their ages and accordingly their experiences, they are in the case of lower level employees who perform a small part of job rather than whole job at a higher technical level.

In summary, when findings of the study in which effect of diversity skill, integrity, importance, independence and feedback of job which are taken into consideration as job characteristics, on life and job satisfaction was researched, are considered generally, as expected, it was determined that job characteristics are effective on job and life satisfaction. Findings obtained reveal the necessity that perceptions of employees towards job they perform be examined at lower dimensions within the scope of job characteristics. So, by determining which characteristics of job are effective on dependent variables which are examined within the scope of studies of employees' organizational behavior, it may be focused on such characters and/or corrective precautions can be enabled to be taken after characteristics which are not effective have been questioned.

As a result of evaluation and interpretation of findings obtained within the scope of the research in societal culture which is dominant in our country, this study is considered to make humble contributions to organizational behavior literature as well as to provide information aimed at practice to people such as executives at each level, job designers, consultants etc.

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