

## HOW SATISFIED ARE THE WHITE-COLLAR TURKS WORKING IN TALLINN: A QUALITATIVE RESEARCH<sup>1</sup>

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### ABSTRACT

*The aim of this paper is to investigate job satisfaction of Turkish white-collar employees and to determine how multicultural companies in Tallinn satisfy their employees in the context of the Two-Factor Theory of Herzberg and location. To attain this purpose, we explore the job satisfaction of Turkish white-collar employees living in Tallinn. We used a semi-structured framework with in-depth interviews that included open and closed-ended questions based on a review of the literature. Snowball sampling was used in the selection of the interviewees and the sample was selected according to the job titles suitable for the definition of white-collar employee. Ten interviews with Turkish white-collar employees from six different multicultural firms were conducted. Our findings indicate that salary and supervision were shown to be crucial in enhancing Turkish white-collar employees' job satisfaction, according to the findings, based on Herzberg's Two-Factor Theory. White-collar employees expect good guidance and effective supervision from their managers, and a good salary has been shown to increase their job satisfaction.*

**Keywords:** White-Collar Employees, Job Satisfaction, Herzberg's Two-Factor Theory, Qualitative Research, Tallinn, Turkey, Estonia.

**Jel Codes:** J28, M54, M12.

## TALLINN'DE ÇALIŞAN BEYAZ YAKALI TÜRKLER NE KADAR MEMNUN: NİTEL BİR ARAŞTIRMA

### ÖZET

*Bu çalışmanın amacı, Türk beyaz yakalı çalışanların iş tatminini arařtırmak ve Tallinn'deki çok kültürlü şirketlerin çalışanlarını ne kadar tatmin ettiğini Herzberg'in İki Faktör Teorisi ve yaşanan yer bağlamında incelemektir. Bu amaca ulaşmak için Tallinn'de yaşayan Türk beyaz yakalı çalışanların iş tatminleri arařtırılmıştır. Literatür taramasına dayalı olarak açık ve kapalı uçlu sorular içeren derinlemesine görüşmeler yarı yapılandırılmış bir çerçevede kullanılmıştır. Görüşülen kişilerin*

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*seçiminde kartopu örnekleme yöntemi kullanılmış ve örneklem beyaz yakalı çalışan tanımına uygun iş unvanlarına göre seçilmiştir. Altı farklı çok kültürlü firmada istihdam edilen on beyaz yakalı Türk ile görüşme yapılmıştır. Herzberg'in İki Faktör Teorisine dayanan bulgulara göre, beyaz yakalı Türklerin iş memnuniyetini artırmada maaş ve denetimin çok önemli olduğu görülmüştür. Beyaz yakalı çalışanlar yöneticilerinden iyi bir rehberlik ve etkili bir denetim beklediği ve iyi bir maaşın iş tatminlerini artıracacağı görülmüştür.*

**Anahtar Kelimeler:** *Beyaz Yakalı Çalışanlar, İş Tatmini, Herzberg'in İki Faktör Teorisi, Nitel Araştırma, Tallinn, Türkiye, Estonya.*

**Jel Kodları:** *J28, M54, M12.*

## 1. INTRODUCTION

Turkish white-collar university graduates look for job opportunities abroad (Baser and Korkmaz) as cited in Work in Estonia (2015) the more international specialists who are aware of the opportunities to work in Estonia, the more they wish to come and work here. Companies in Estonia are increasingly employing international professionals. In addition to this, as it turns out, ethnic variety may be economically beneficial (Work in Estonia, 2015). In the last five years, the number of immigrants working in Estonia has more than doubled. International talents choose Estonia due of its excellent employment prospects and organizational structure, as well as its technological innovation, fresh air and pure nature, safety, and affordability (Republic of Estonia E-Residency, 2021). However, living and working in a foreign country might lead to problems such as alienation, language limitations, weather conditions, miscommunication, and having to deal with a different working environment.

Living in a foreign location and working in a multicultural firm, may have an impact on employees' job satisfaction level, either positively or negatively. Job satisfaction (JS) is a phenomenon of business world since it is required for productivity at workplaces and influences employees' performance, motivation, and in fact their life. It is essential to consider that enhancing employee satisfaction is beneficial not just to employees but also to organizations, that is to say, employee motivation should be a fundamental component powering future of businesses and should be properly considered. Rozkwitalska & Basinska (2015), claimed that in multicultural working situations, individuals are exposed to cultural hurdles, face specific problems, and experience opportunities that are unlikely in their own settings, all of which impact the perceived degree of their JS. Conversely, Omondi (2015), believed that being an employee in multinational corporations can be quite advantageous and beneficial in terms of acquiring the correct type of exposure, earnings and benefits packages, and a work-pay balance.

Individuals must labor in order to survive and satisfy their basic requirements. Throughout their working lives, people are influenced by a variety of factors. Individuals' job performance and

productivity are influenced by these elements in both good and bad ways. Working environment and conditions must be favorable for an employee in order to achieve high performance and efficiency. Employees whose expectations in the workplace were realized and there was an increase in performance (Karakuş et al., 2021).

This topic is chosen since high-qualified employees from Turkey were drawn to Tallinn/Estonia, for attractive career prospects. However, Estonia and Turkey are different countries and some conditions are different such as weather, company culture, working environment and miscommunication. To have a greater comprehension, therefore we included location variables in interview questions to determine if they influenced TWCE's JS. This study will focus on factors that influence Turkish White-Collar Employees' (TWCE) JS in Tallinn, as well as to analyze the connection between JS and location of Tallinn and give recommendations to researchers, Human Resources (HR) practitioners, and managers. In order to achieve the research objective, the following research questions were created:

1. How satisfied are Turkish white-collar employees at organizations based in Tallinn?
2. How JS is related to location of Tallinn for TWCE?
3. How does Two-Factor Theory impact the TWCE' JS?

## **2. LITERATURE REVIEW**

According to Singhai (2016), job satisfaction is the evaluation of a person's employment and company as contributing appropriately to the achievement of one's own goals. Job satisfaction and dissatisfaction are defined by the nature of the job as well as the expectations of the employee. As a result, it is a function of the standard and perceived performance, as well as the perceived imbalance. Job satisfaction may be described as the difference between the number of benefits employees receive and the amount they feel they should deserve. Yenihan (2014), believed that when explaining the concept of job satisfaction, it is necessary to undertake study on people's expectations of the jobs they do. Job satisfaction is described as "the sensation that an employee has as a result of discovering that the work he/she works for and what he/she achieves correspond with his/her requirements and personal value judgements or enable them to overlap" when seen from this perspective. Adams describes job satisfaction as the outcomes achieved by an individual in exchange for their efforts, and the balance of labor and outcomes is defined as job satisfaction (Tokathıođlu, 2016). Ostroff (1992) explained that it may also be defined as the employee's general attitude about his or her job, which is closely related to individual requirements such as demanding work, equal incentives, and a supportive work environment and coworkers. Vroom's concept of job satisfaction focuses on the employee's involvement in the workplace. As a result, he defines job satisfaction as emotional orientations on the part of individuals toward the work positions that they currently perform (Vroom, 1964).

Job satisfaction, according to Herzberg, is described as employment success and the desire to be recognized by everyone about this job as driving elements (Sungur, 2016). Kaliski (2007) defines job satisfaction as a worker's sense of accomplishment and success on the job. It is often thought to be closely related to both productivity and personal well-being. Job satisfaction entails doing a job that one likes, doing it effectively, and getting compensated for one's efforts. Job satisfaction also means excitement and joy in one's job. Job satisfaction is the crucial ingredient that leads to recognition, salary, promotion, and the accomplishment of other tasks that contribute to a sense of accomplishment. Job satisfaction is the consequence of an individual's view and judgment of their job, which is impacted by their own particular needs, beliefs, and expectations that they find important (Sempene et al. 2002). Employment satisfaction is defined as a good attitude toward one's job that stems from an assessment of the job's features. A person with great work satisfaction has positive sentiments about his job, whereas a person who is dissatisfied has negative feelings about his employment (Chatterjee, 2016: 2).

Job satisfaction is seen as an essential concept to investigate since it is important from both a humanitarian and a utilitarian standpoint. The humanitarian viewpoint is based on the notion that employee satisfaction relates to the extent to which employees are treated fairly and appropriately in the business. According to the utilitarian viewpoint, employee happiness can lead to behaviors that affect the organization's functioning (Yücel, 2012). Job satisfaction encompasses numerous ideas and plays a significant part in many aspects of our lives, not just as people but also as a community. We should not underestimate the value of being content with one's job, which plays a significant part in establishing one's identity and status in our society (McNabb, 2009). Job satisfaction is essential for the well-being of the employees since it indicates the individual's attitude to their job (Ibrahim et. al, 2014).

According to Shkolnikova et al. (2017), the research of employees' JS is especially essential today since HR have become the most crucial aspect determining an organization's productivity. There is strong evidence that it is difficult to operate a business with employees who have low levels of JS. Job satisfaction represents an organization's employees' relative feelings, objective ideas, and behavioral intentions, which can predict employee behavior (Braun et al., 2013). As employees spend so much time at work, job satisfaction is critical, as unhappiness may have a negative influence on the employee's personal life as well (Abuhashesh et al., 2019). It is widely believed that pleased employees will not leave their companies (Rahman, Rahman and Ali, 2015) and employees who are highly happy with their jobs perform better than those who are unsatisfied with their jobs (Rachman, 2017). Employees who are pleased and motivated will ensure the organization's long-term performance, and it is thought that work satisfaction in any organization is closely tied to their degree of motivation (Hee et al., 2019).

Considering that job satisfaction impacts every employee globally, not surprisingly that so much study has been conducted. This situation has resulted in several definitions and explanations however the situation is quite different at the European level. Traditional work satisfaction ideas have been less focused. Instead, job satisfaction is frequently researched in conjunction with workplace stress and the

job demand management model. However, both European studies and traditional job satisfaction theories are significant as a resource for best understanding and measuring job satisfaction in many settings, not only offering a better understanding of this term. It is also critical to understand how job happiness influences occupational health and productivity (Öngel & Gerni, 2021)

## **2.1. Herzberg's Two-Factor Theory of Job Satisfaction**

Herzberg's Two-Factor Theory is one of the most well-known theories for analyzing and comprehending job satisfaction since it proposes a collection of motivation and hygiene factors that have an effect on job satisfaction and dissatisfaction, the theory is also known as the motivation–hygiene theory or two-factor theory (Herzberg et al., 1959).

Job satisfaction and dissatisfaction, according to Herzberg's Two-factor Theory, are caused by a number of work factors related to job content. Frederick Herzberg reached to the conclusion that these workplace characteristics led to job satisfaction (Maia, 2011). According to Dahie et al. (2015), adopting two-factor theory to industry employees can increase their individual and organizational performance. Motivation is an individual's desire to put forth their best efforts while working to fulfill the organization's goals, and it has a positive influence on the intention to stay (Lee and Lee, 2020).

According to Anderson (2020), the theory distinguishes between factors of the work environment that promote motivation and those that are typically negative. Herzberg discovered that the following factors contribute to a better motivation: an individual's sense of performance quality, personal acknowledgment, feedback, the individual's sense of fit to the task, amount of responsibility, and prospects for growth and progress. In contrast, Herzberg collaborated with Mausner and Synderman to argue on areas that, but not always favorably affecting motivation when things are going well, might lead to unpleasant work experiences if an employee is unhappy.

Motivators and hygiene factors, according to Edrak et al. (2013), have a positive and significant relationship with employee productivity. Herzberg's theory, known as the "motivation-hygiene theory," is still relevant after fifty years of studying employee behavior (Hoseyni et al., 2014).

### **2.1.1. Motivator and Hygiene Factors**

Motivating elements, according to the principles of this theory, improve job satisfaction while hygienic aspects lower job dissatisfaction (Band, Shah and Sriram, 2016). The hygiene elements addressed "the tendency to avoid unhappiness," and the motivation variables fulfilled "the individual's drive for self-growth and self-actualization" (Alshmemri, Maude and Phillip, 2017).

According to Nanayakkara and Dayarathna (2016), a study conducted in Sri Lanka utilizing Herzberg's Two Factor Theory of Motivation demonstrates the importance of motivation and cleanliness in the workplace. According to the findings of this study, motivated employees demonstrate greater effort and creativity in their work, are more involved in their tasks, and are more productive than less

intrinsically motivated workers in a group of non-executive level employees in selected super markets in Colombo, Sri Lanka. According to the study, in order to boost employee productivity and performance, organizations should present and combine both motivating elements and hygiene factors in order to minimize job discontent while also increasing job happiness. Chiat and Panatik (2019) stated that various and numerous researches and studies show that Herzberg's Two Factor Theory of Motivation is beneficial in enhancing employee performance and work satisfaction, yet the outcomes of the studies are not consistent from all of the findings.

Advancement, work itself, the possibility of growth, responsibility, recognition, and achievement are all aspects that contribute to a person's job contentment and each of the motivator factors are explained briefly below (Herzberg, 1959).

- **Advancement:** Advancement is described as a person's or employee's upward and positive status or position in the job. Bad advancement is defined as a negative or neutral status in work. Promotion is an example of positive progress, whereas failure to get expected promotion and demotion are examples of negative advancement.
- **Work itself:** Employee satisfaction or dissatisfaction in the workplace may be impacted by whether the task is too simple or too challenging, as well as if it is interesting or boring.
- **Possibility of growth:** Possibilities for growth encourages professional growth by expanding chances to learn new skills, receive training in new techniques, and gain new professional knowledge.
- **Responsibility:** This component means both job-related responsibility and power, as well as decision-making flexibility.
- **Recognition:** Employees receive positive feedback when they are praised or their ideas are approved. Blame or criticism are examples of negative recognition.
- **Achievement:** Employment success or resolving issues is a good means of achieving; on the other hand, negative achievement may result in failure.

The theory explained that the hygiene factors in the theory are the factors which are not so dominant and strong major contributor towards the satisfaction of the worker, but the inclusion of the hygiene factors is pertinent and required to present in order to meet an employees' expectation and prevent them from having feelings of job dissatisfaction (Chiat and Panatik, 2019).

Workplace hygiene factors include interpersonal relations, salary, company policies and administration, supervision, and working conditions and each of them explained briefly below (Herzberg, 1959).

- **Interpersonal relations:** Can be instances of positive and negative experiences including collaboration, engagement, and discussion at work.

- **Salary:** This covers all types of remuneration at one's workplace, such as annual salary increases, or unfulfilled wage or salary rise or reduction expectations.
- **Company policies & administration:** Employees are affected by excellent or bad organizational policies.
- **Supervision:** This section includes the supervisor's willingness to distribute authority or teach, as well as the job's fairness and knowledge.
- **Working conditions:** Conditions are related to the physical environment on the workplace, whether it is excellent or poor, and if there is too much or too little work.

The important message suggested by motivation-hygiene theory is that strengthening motivators is important for manpower management in the organization because they are important variables for the intention to stay, and that member dissatisfaction can be reduced by improving dissatisfiers, or the work environment (Lee and Lee, 2022).

### **3.METHODOLOGY AND DATA COLLECTION**

In this study a qualitative research approach was adopted to study the factors that influence job satisfaction of Turkish white-collar employees with different occupational titles in multicultural companies of Tallinn. Semi-structured interviews were appropriate for data collection in order to achieve the research objective in this research. Semi-structured interviews are often structured around a series of predefined open-ended questions, with additional questions arising from the interviewer-interviewee exchange (DiCicco-Bloom and Crabtree 2006). Semi-structured interviews are useful in terms of collecting similar data between the researchers and respondents; nevertheless, the participants miss out on learning how they framed the issue under study. When the participants are invited to convey their own perspective on the world, less organized tactics and open-ended questions should be used (Merriam, 2015: 88).

Implementing Herzberg's Two Factor Theory of Job Satisfaction, the framework of the interview questions was open ended and closed ended based on the chosen city of 'Tallinn'. Herzberg's Two Factor Theory was chosen as the best match for analyzing employees' attitudes during interviews among job satisfaction theories. The first questions focused on Two Factor Theory of Herzberg then location questions based on job satisfaction, and lastly, followed by inquiries of general satisfaction questions.

"Who are white-collar workers?" has been a question since the Second World War, the notion of white-collar or non-professional industrial workers has penetrated the mainstream social sciences (Eriş et al.,2020). White-collar workers are compensated professionals who are also known as clerical workers or managers. It is said that its name is derived from the color white shirts worn by professionals, and that it was influenced by the style of clothes, as is frequently the case with blue collars.

Interviewees from the chosen businesses have worked for at least one year. Companies were selected based on the existing Turkish white-collar employees, and the snowball technique was determined to be the ideal option. Snowball sampling is a selected design approach that is often carried out utilizing networks. It is beneficial when the researcher knows very little about the group or organization to be studied; interaction with a few people will lead her/him to another group (Etikan and Bala, 2017). According to Kümbetoğlu (2005), snowball sampling is described as reaching out to others through the people identified as the source within the boundaries of the study and increasing the study group when more people are approached. We approached one interviewee from our own personal network first, then utilized snowball sampling to reach responders from six different firms. We gathered information from interviews and concluded when the information reached the required size.

### 3.1. Interviewee's Profile

This table lists the participants' backgrounds and work experiences in the organizations of Tallinn. As all of the participants in this study were white-collar employees and Turkish, the chosen interviews were classified with letters beginning with "W" and increasing in number, for example, W1, W2, and W3. firms were labeled with letters starting from A to F.

**Table 1. List of Profiles**

Interview code	Age	Gender	Marital status	Education	Company	Professional role	Experience in current company	Duration of the residence in Tallinn
W1	29	Male	Single	Bachelor's	A	Project engineer	2	3
W2	30	Male	Single	Bachelor's	A	Electrical design engineer	3	7
W3	32	Male	Single	Bachelor's	A	Mechanical engineer	2	3.5
W4	33	Female	Married	Master's	B	Quality Analyst	1.5	5
W5	28	Female	Married	Bachelor's	B	Content Guardian	1	2
W6	32	Female	Married	Master's	C	Project manager	1	4.5



W7	28	Female	Single	Master's	D	Operations Team Lead	2.5	2.5
W8	33	Female	Single	Bachelor's	E	Digital marketing specialist	1.5	1.5
W9	33	Male	Married	Master's	F	Automation engineer	1	1
W10	28	Male	Single	Bachelor's	F	Engineering manager	2.5	3.5

Source: Author

### 3.2. Data Collection

Data were collected during January and February in the year of 2022 by author. First, the author introduced herself and stated the purpose of this study topic and then background questions followed this part and lastly, author asked interview questions to the participants. As author utilized from semi-structured interviews, they are usually preferred by researchers due to their uniformity and flexibility, removing the constraints of tests and questionnaires based on writing and completing, and assisting in the collection of in-depth information on a specific topic (Yıldırım and Şimşek, 2005).

Due to the pandemic situation, half of the participants preferred an online meeting using the meeting tool “Zoom”, while the other half agreed to an in-person interview. Before the interview began, participants were instructed that their identities and companies would be kept anonymous, and they were all made aware of the recording. Throughout the interview, all interviewees spoke in Turkish language since author's and TWCE's native language is Turkish and when participants requested for clarification, questions were clarified. Interviews approximately took 40 minutes and after interviews, author transcribed Turkish texts by listening the audio records and translated to the English language.

### 3.3. Data Analysis Method

According to Eddles-Hirsch (2015), phenomenological research design uses data collection approaches that connect closely with participants who have a socially constructed experience of social reality. In-depth interviews are commonly employed in phenomenological design; in fact, this method is recognized as a critical data collection technique in phenomenological research.

The phenomenological method allows for exploration in the individual's consciousness, that is, understanding the essence itself, the way of seeing life via experiences, the meanings that surround them and are defined in the individual's mental life. Best and Kahn (2017), describe phenomenology as a technique of clarifying the current condition or examining and analysing the structure of factors

influencing advancement. Phenomenology aims at understanding how people perceived an event, situation, or idea, as well as the internal and external relationships of the concept investigated from these experiences, through phenomenological study (Christensen, Johnson & Turner, 2015). We decided to use phenomenological research design approach since research is exploring the JS of TWCE in Tallinn. Due to this reason, we conducted the study using a qualitative research model and a phenomenological design as a most appropriate model.

#### **4. RESULTS AND DISCUSSION**

The results and discussions were classified according to Herzberg's Two-Factor Theory, location factors, and general satisfaction component. Questions were asked to participants of different professional roles in multicultural firms based in Tallinn in order to achieve results.

##### **4.1. Motivator and Hygiene Factors**

The first research question "Do you have a personal achievement at work?" was asked to participants, and nine out of ten stated that they had personal achievement at work. According to the questions, respondents had positive experiences with job success, and one of the most notable points was that they were delighted when tasks were completed, and their positive contributions to the firm were the reason they were successful. Although the respondents were from a variety of backgrounds, they agreed that they were inspired when their ideas came true and good feedback led to success at work. Regarding the results, it is apparent that when individuals receive favorable feedback, are recognized by superiors and company, they feel more powerful and successful at work. As can be seen from respondent W6, she was dissatisfied with her manager's comments and assistance, but it was not a barrier to her sense of accomplishment at work.

**W6:** *"I started and completed a project, and I witnessed the entire process from start to end, and I successfully delivered it in line with the recipes provided. This was quite good. I was new, and despite my inexperience, there was no incident. Then I completed two projects, both of which were equally successful. I was feeling fantastic. I was also able to demonstrate myself. I was thinking that I might be able to receive more useful input from my circumstance. Of course, she offered me great remarks, but I was hoping for something more encouraging. I don't believe she told anyone because of her personality. Maybe that's why she doesn't like to chat much. She is not particularly good at motivating others."*

When a firm appreciates an employee's efforts and skills, they feel important. Career advancement should be directly related to increasing output, higher salaries, equitable compensation, and perks. "Expose people to the training they will need to become good leaders early and often," says (Gray, 2014, as cited in, Cloutier et al., 2015). In one research achievement was stated that, employee achievement is a circumstance where an employee performs work of high quality and quantity while carrying out

their duties in accordance with the obligations assigned to them (Sanusi et al., 2019). It is clear that the statements of majority match the criterion since they were assigned tasks and received positive feedback based on the quality of their work. However, due to the nature of the company's activity, one respondent answered this question differently. The reason for the hesitation in answering this question is because the respondent's firm has a cooperation culture, and as a result, she does not have a sense of personal success.

The second question of research was **“Do you receive recognition for your contributions to company?”** and nine out of ten people answered positively. According to Herzberg et al. (1959), recognition refers to some act of person recognition. A supervisor, another individual in management, management as an impersonal force, a customer, a peer, a professional colleague, or the general public might be the source. Another definition from Rosli et al. (2018), is in general, recognition is defined as an employee's competence and expertise for achieving positive outcomes in their job. As a component of perceived supervisor support, recognition is both a tangible and intangible aspect that drives behavior and enhances employee work satisfaction. Accordingly, W3 and W9 indicated unequivocally that they are well known among their teams as a result of their accomplishments at work, and it is apparent that they are pleased with this because their achievement is the reason they are being recognized.

**W3:** *“I worked on other projects with three other engineers, and as a result of the projects we completed, we were able to get a job worth 700,000 euros for the firm. They informed us by including our names in the weekly report. And my second triumph is a big deal. Annual performance evaluations are conducted, and I received four full points since this term the trainee and new engineer arrived, and I was the person who trained them, thus I made a significant contribution. I had no idea how important this review would be because it would affect my yearly rise rate, which made me extremely delighted. Yes, I am encouraged and acknowledged for my work and they are able to inspire me verbally.”*

According to Buble et al. (2014), recognition is a supervisor-driven activity that energizes the workforce, increases employee job satisfaction, and promotes organizational performance. However W6 felt that she did not receive the recognition sufficient from her superior.

**W6:** *“As I mentioned, the project that I completed from the beginning to end I delivered successfully and I proved myself however the recognition was not so visible.”*

The third question was **“How interesting is your work itself and why ? Is it challenging?”** directed to interviewees and nine out of ten participants claimed that their work is interesting, and two did not think that it was challenging. According to Norizan (2012), the sort of work allocated to employees by the business is the most critical experience determining a person's job happiness. She believed that if a work provides enough diversity, challenge, discretion, and scope for applying one's own strengths and skills, employees who execute the job are more likely to be satisfied. Correspondingly, W1 and W2 thought the job was interesting but not very difficult. According to W2,

despite the fact that the task remained the same, he always sees it as "a new puzzle" because each step means producing something new to him, which is fascinating and intriguing.

W4 and W5 work in the same company and they experienced same psychological challenges and they seek assistance of psychologist at workplace. It is noticeable that they have tough challenge, but it is also quite intriguing since they examine the background of social media and report or block the contents that were used in social media and personal messages and they were not satisfied with this. Overall, most of the interviewees stated that they find their job is interesting but W7 said although it was challenging sometimes, it was not exciting to her.

**W4:** *"I believe it's a fascinating profession. We are investigating the Turkish media. We can observe direct communications that people give to one another, and we come across intriguing happenings. There may be reported sentences, which our staff investigate. Not all statements are received, but only a subset of them may be viewed. That's why I find it interesting. I, on the other hand, ensure that warnings are issued in accordance with the regulations, that fines are imposed in accordance with the correct judgment, and that the contents are checked. Of course, we observe so much in this process that we shrink mentally, and at this time, we seek assistance from our workplace's psychologist. That's why everyone who works for these platforms deserves more mental help and salary. It's really challenging."*

The fourth question of the research was **"Do you take responsibilities at work?"** and all the participants answered this question positively. Participants stated that they were all taking full responsibility and that each duty was a new obligation for them to take. W8 and especially W4 indicated that she was taking on too many responsibilities, such as taking care of other teams and other responsibilities, since she believes she is obligated to fulfill the duties of others because they do not take on many responsibilities. It is natural that when individuals believe there is a lot to do and no one takes account of it, they believe it must be accomplished and they take on too many tasks. She believes that because of her nationality, she cannot say no and that this is why she is not promoted. In other words, improved communication and greater utilization of available resources may allow yearly objectives to be met on time (Adil, 2015).

**W8:** *"For example, I have taken far too much responsibilities. As I previously stated, I should not have been the one to mix seven distinct reports for the target group. Aside from the job description, I was assisting with business growth segmentation. These were an excessive number of responsibilities."*

Another scenario is W9, who is in the same predicament. He is comfortable with supporting his coworkers, but his management has urged him to focus only on his own work.

**W9:** *"I do, indeed. Especially when it comes to following other teams. Yes, I'm not backing down and saying I can't do it. I also try to ease the load of others, but my manager advised me that I should*

*concentrate more on my own work. If there is another obligation, I will accept it, and I will also assist others.”*

The fifth question of the research was **“Do you feel your job gives you the professional growth and increases your skills?”** and nine out of ten respondents were agreed that their job give them professional growth. Giving new initiatives or goals to high adoption employees to grow more creative and talented in new areas. This broadens their experience while increasing their value to the firm. Lateral mobility does not affect the employee's standing, but it does assist them in learning more about other parts of the firm. Changing jobs provides the person with a complete change of pace and direction. In terms of personal development, employees may discover that they prefer a different line of work than the one they previously had (Hee et al., 2019). Interviewees were agreed that their experience in current company give them professional growth and talents. Knowledge can be acquired from W8's statement; she realized that this firm allowed her the opportunity to explore international marketplaces rather than Turkish markets; she was very happy that with these discoveries and she realized how talented she was. In another situation, W1 expressed his sentiments that even if he saw the possibilities of growth, he would have thought about it if he were in Turkey. It is apparent that he has concerns about living in Turkey with the same professional role, and while he believes he has expertise in this industry, location factors may have an impact on his life, as the author will discuss in depth in the next chapters.

**W1:** *“Yes, because the industry I work in is in demand, I can do this job in nations with major industries. Even if I leave, I can conduct business somewhere. It has a benefit in terms of experience; it is not a conventional job; it is advantageous to work with new designs and thoughts, to see new things, and to learn new things. But if you asked me if I would live in Turkey and how long I could endure, I would think about it. Because I won't be able to claim I'm still confident in performing this work when I'm 35-40. I wouldn't want to work so late and get home so late if I ever got married.”*

In another case, W5 disagrees that this job provides her opportunities for professional development; however, she acknowledges that she has experience in the background of social media and that it is understandable that she has fears, given that her job is psychologically challenging, and she has been more cautious since then.

**W5:** *“It doesn't. I've just discovered that I need to be more cautious when using the internet. We're video chatting right now, and someone may be listening us.”*

The sixth question of research was **“How is your relationship with coworkers and superiors?”** and out eight out of ten people have good relations with their colleagues and superiors. According to Patric (2016), the idea of social interactions is started with the primary goal of friendship, socializing, enjoyment, task completion, or the construction of a cooperative and trustworthy relationship. Friendship, socializing, enjoyment, duty fulfillment, or the formation of mutually respectful relationships are the ultimate principles of social connections.

People who have interpersonal interactions at work are more satisfied with their job as can be seen from data above and W4's perspective demonstrates clearly that the reason she is continuing working in this professional position in this business is her high level of collaboration with her colleagues at work. W5 also appears to be content with her relationships at work, since she continues to see them outdoors.

**W4:** *“The individuals I work with and their support may be what keeps me in my position. My motivation to work derives from our positive relationships.”*

W1 complains about people who avoid obligations, and especially about his boss, who is disinterested and angry. These aspects come together, and the individual appears to be dissatisfied as he considers leaving his job.

**W1:** *“We'll be alright as long as we keep friends with my coworkers. However, when we first begin, everyone avoids responsibility, withdraws to themselves, and refuses to become engaged in any situation. Superior, on the other hand, is stern and uninterested, and he becomes angry quickly. I even considered looking for another job for because of him. It would be wonderful if he was a bit more involved since I enjoy attention and expect to be appreciated if my job is taken care of.”*

Another example is W10's anxiety about his superior's honesty, which has an impact on their relationship. Besides that, he had problems at work at first since his coworkers were speaking in a foreign language, but he explained himself and they understood him, and they solved the situation via efficient communication and ever since they have been speaking in English as it is a universal language.

**W10:** *“My relationship with my manager is both positive and negative. Sometimes I think he's only concerned about himself. Yes, he could. It's normal, but I don't like it when he attempts to make it appear otherwise. Aside from that, I get along well with my coworkers and am pleasant to be around. But when I initially started, my Russian coworkers were many, and they were constantly speaking Russian among themselves, and I didn't understand anything. Because I was feeling horrible, I explained the issue and conveyed my feelings as time went. When I arrived, they were conversing in English. That's how we dealt with the matter. Because of the language barrier, I had a difficulty with colleagues.”*

The seventh question of the research was **“What do you think about your salary and compensation?”** and most of the participants believed they deserve more than they were paid but mostly they were not dissatisfied with compensations. TWICE believe they need higher salary, as seen by the statements above. W4, for instance, complains about her income since her status has been changed and her responsibilities have been expanded, which she finds unsatisfactory. Some of them believed that their salary was sufficient if they lived in other places in Estonia, but it was insufficient for a capital city. W2 stated that even if the compensation is tempting, it doesn't matter to him because his pay is low, and this issue appears to be causing him a lot of dissatisfaction. W1, W2, and W3 are employees of firm A, and they practically all expressed the same ideas. They have clearly said that, while their

compensation is adequate, they believe they require a higher wage, and firm A may have to examine this. W8 grumbled about her income and compared Turkey to Estonia, but she also believed that salaries in Europe were generally insufficient.

**W1:** *“I believe I deserve better. However, according to the market, I am doing above average. I'm hoping it will be even better in the future, maybe within the next 1-2 years. They pay a monthly compensation of 25-30 euros. Best of all, they provide private health insurance, which was formerly standard; now that it is private, I am delighted. However, they do not bring much more opportunities. They are just like any other company.”*

**W8:** *“They should pay more. Because I need to be paid three times for my position in Estonia. But still it's not a wise investment for my future, in my opinion. However, salaries are now insufficient throughout Europe. They do not, for example, pay for meals, which is a drawback. Even in Turkey, you'd be given a meal ticket or there'd be a cafeteria. In Turkey, I had private health insurance, but not here. When I arrived here, I was taken aback. They only provide about 100 euros for sports every three months.”*

However instead of these reactions, two individuals who are from company F, were pleased with their earnings and benefits.

**W9:** *“It's rather nice, in my opinion. It is provided in the areas of wellness, home equipment advantages, and assistance with a variety of concerns.”*

**W10:** *“I'm content with my pay, but I'm always looking for ways for a better one. We have private health insurance, and I am extremely happy with it.”*

In summary respondents were more outspoken than prior factors, and as salary is one of the Hygiene factors, employees would be much more dissatisfied if salary did not exist, as Herzberg's theory indicates.

Question eight was **“How do you view your company's policies and administration?”** and some participants were positive or negative towards the question. Naeem (2013) discovered a substantial positive association between organizational culture and promotion policies and employee happiness in several firms in Pakistan, which further confirmed Herzberg's theory. This demonstrates that executives who establish corporate culture and policies must ensure that the policies are neither unclear or ambiguous. Leaders must clarify the requirements and be open to listen to employee feedback on policy improvements in order to create a better working environment. Policies must be fair, just, and unbiased. According to this research, W2's statement is overlapping because he believes it is difficult to contact managers, especially as the title of the managers' position grows, and he expressed his feelings desperately because the top manager may make a lot of decisions without consulting departments and they never communicate with them. On the other hand, W5 was dissatisfied with the delays in the

bonuses, which constituted a major violation of trust, and the manager was also not taken seriously. W6 noted her displeasure with late event notifications since she needs to prepare months in advance, but she was pleased with pandemic guidelines.

**W6:** “Some rules can change at the last minute, which is a concern for me. For example, if there is an event, two weeks’ notice is given; I believe this is rather little notice because we make all of our arrangements in advance and may purchase plane tickets many months in advance. I feel bad for them because I want to be a part of the activities. Apart from that, I can state that enough steps were done in the corona.”

**W4:** complained about her firm, alleging that they are not as open as they advertise, and that one of the reasons is hierarchy. She also feels that corporate language is unpleasant and more respectful behavior is essential. It is clear that they are having communication issues, and W4 is not delighted about it.

Aside from that, W7 and W10 believed their administrative procedures were good and were satisfied with them. W7, in particular, believes that the organization is transparent, and they have volunteer programs and firm cares about the health of their employees. W10 remarked that his organization is people oriented, as evidenced by the fact that staff are given personal development books and have a budget for them.

Question nine was “**How would you describe the quality of your manager's supervision?**” and four out of ten people were dissatisfied with the supervision. Employee-supervisor relationships are especially significant since strong employee performance levels are connected with the best services. This high level of employee productivity is critical since the quality of services provided results in a competitive advantage for a firm (Drosos et al., 2015).

And per above, we can see that the connection is critical since W6 feels her manager is capable of technical knowledge and is quite clever, but it is difficult to approach her and interact with her. The supervisor is obviously very busy, and despite the fact that she is quite skilled at her profession, she is unable to assist and communicate with W6. Although they begin to communicate, W6 suffers greatly since her manager does not convey her true emotions and remains mysterious. This is the most heartbreaking aspect for this white-collar employee, because they are unable to connect. W1 explicitly indicates that his supervisor is horrible, demonstrating that they do not have any relationship to link them. W2 feels his management is disinterested, that he must do his own work, that his duties have risen, and he thinks decisions must be discussed together. Another example is when a boss has a different title than the employees, which might lead to disagreements, as we can see from W8 and W2. If the supervision is stable and not beneficial to the employees, it becomes uninteresting and monotonous, as stated by W10.



The rest of the TWCE have no issues with their supervision, and notably the statements of W4 and W5, which have different titles but work for the same firm. W4 believes she has an amazing leader, and as a consequence, she and her colleagues attempt to assist their manager in any situation, and as a result, we can say that effective leadership improves employee performance. W5 is very satisfied with her manager, and he is the reason she continues to work in this stressful environment. With his motivational speeches, he encourages her in all aspects, guides her, and gives personal growth.

Supervisors generally play a significant part in this process, which is used to assess an employee's performance level in a company, and they may contact with and get positive feedback from employees. It also provides valuable feedback for the training and development that employees require in order to address their weaknesses in certain areas (Wahjono et al., 2016).

The tenth research question was, “**How is your physical working condition?**” and it has been discovered from the participants that they are in good working order. It is understood that TWCE have no issues with physical working circumstances such as orthopedic chairs, having a kitchen, and so forth, which are all part of pleasant working conditions. W4 indicated unequivocally that her firm genuinely cares about their health, and she is very satisfied. They can afford cab vouchers for equipment and enjoy a wellness time that lasts one and a half hours. W7, on the other hand, is dissatisfied with the situation since the kitchen and restrooms are unclean, but she likes the friendly atmosphere and finds the desk chair comfortable.

**W4:** “*We have orthopedic seats, and it is good that they are sensitive while we work remotely. They told us we could borrow the orthopedic chair from the corporation and that they would pay for a cab while bringing the office materials. A healthy atmosphere is also beneficial in the kitchen at office. It's great that they care about our health. We get one and a half hours of wellness time every day since the work is so demanding. During that time, we may talk to the psychologist if we like, or we can walk outside and sleep. Everything is allowed. This one and a half hour is a great deal.*”

**W7:** “*A desk chair that can be adjusted physically is quite comfy. I like the team leaders' room since it has a friend-home-family feeling there. However, the bathrooms and kitchen are unpleasant and unhygienic.*”

#### **4.2. Correlation of Job Satisfaction and the City of Tallinn**

Question 11 was “**Is living in Tallinn has an impact of your Job Satisfaction?**” and TWCE agreed, either negatively or positively, that the city had a link with JS. Respondents were unanimous in their assessment of the city element influencing their lives and, consequently, JS. W4 noted that living in a capital city is difficult if one does not own a home, and that bills are quite expensive. It is undeniable that her income is insufficient and has an impact on her job, particularly in terms of her live standards, and as a consequence, she is dissatisfied in Tallinn. Another dissatisfied participant is W7; if she had lived in Tartu, she would have been more satisfied with her pay, as it is evident that her salary is

insufficient for Tallinn. W8 stated that her JS is unaffected by her location, but the manner she complains about misunderstanding reveals that she feels alienated by Tallinn residents, and this is due to a city factor that leads to cultural differences. She believes that Tallinn is a highly safe city, but she dislikes small cities and compared it to Istanbul, Turkey's largest city. The most notable thing she mentioned was weather, since she realized here that the sun was an important element of her existence and has an impact on her JS. Furthermore, Tallinn is not for her because it is a startup paradise and not realistic for someone seeking to work for a multicultural corporation

**W8:** *“Life is quite simple and safe here, but because I'm accustomed to living in a major metropolis, such as Istanbul, it didn't have much of an impact on my job satisfaction. This city is too little for me. It's a tiny city, and I believe there has been some miscommunication. For example, I've been seeing my neighbor I live with in the same building for almost a year, but he hasn't even said hello to me once; I said hello, and he didn't respond. They are culturally frigid, and you regret asking questions. The weather is quite cold, and it is really dark, both of which have always had a detrimental impact on my work routine. People here tell me that you've never lived without the sun, which is why you didn't realize how important it is to you. The sun turns out to be a significant criterion for me. Tallinn has not helped me in any way; Tallinn is a startup paradise; people flock here to establish a firm. It is not feasible to work for a multinational corporation here.”*

The rest of the interviewees were pleased with Tallinn and believed it was related to their JS. It is clear that the majority of them make unintentional comparisons with the Turkish metropolitan of Istanbul. They were comparing two cities since they are diametrically opposed in terms of population, state size, safety, and nature. Tallinn, as W2 noted, does not have a traffic problem when compared to Istanbul, and he enjoys the pure nature of Tallinn and he clearly stated that he earns his JS because of this city. When compared to Turkey, W3 was likewise happy with Tallinn's low traffic. He would be much more disappointed in Turkey due to the present economic condition.

**W2:** *“Tallinn is a small city, which is a benefit. Because I previously worked in Istanbul, which is a very crowded large city. Tallinn, on the other hand, is both the capital and a small city. Tallinn, despite its tiny size, has traffic difficulties, but they are not a major issue for me because I can get everything I need here. The natural world is breathtaking, and the possibilities are limitless. I get the satisfaction from my job because of this city.”*

**W3:** *“Yes, it has. It's a good thing the population is low, the area is safe, and there isn't much traffic. The working environment is pleasant. I would be even more dissatisfied if I were in Turkey. It is really tough to live and work in Turkey right now since my salary would be lower owing to economic concerns. Our economy is in shambles.”*

### **4.3. Contrasting Two Countries in Terms of Job Satisfaction**

Question 12 was “**If you had worked in Turkey would you feel the same satisfaction on your job?**” and respondents made strong comparisons. The majority of the TWCE compared Turkey and Estonia with their respective cities, Istanbul and Tallinn. They thought that living in Istanbul would be more challenging as they had experienced it before. Traffic jam in Istanbul appears to be a major concern for participants, as they discussed it extensively, and they feel fortunate to be in Tallinn in this regard. W3 anticipated that he would be unsatisfied in Turkey owing to the country's economic situation, and that the potential of high rent payments would lead him stay with his family. W5 was stating her ideas fearfully because of her hard profession, and apparently, she has been dealing with mistrust since starting this position, and that residing in Turkey would make her much more dreaded. W6 conducted a solid comparison between Euros and Turkish currency, which demonstrates that TWCE may not be happy with their salary, but they would earn significantly more than in Turkey. Another noteworthy aspect is that W7 has mentioned gender discrimination in Turkey, meaning that she would be unable to advance and female bosses are not well appreciated in Turkey. In Estonia, the female population outnumbered the male population, which may explain why women are in positions of leadership, which is not unusual. W8 described social things she might have done in Istanbul, but Tallinn is diametrically opposed. She also stated that her salary would be significantly higher. W10 stated he has no problem living in Istanbul since he enjoys it. The main issue is traffic jam to him, but he is also pleased with Tallinn.

**W10:** *“Even if I am tired of traffic, I believe that if I were performing the same work in Turkey, I would be satisfied. Because, in fact, I adore Istanbul. I'd go if the work was close to my place and I could get there on foot. I'd have the same sense of satisfaction. In truth, the main issue with the activity to be done in Istanbul is the volume of traffic.”*

### **4.4. Overall Satisfaction**

Question 13 was “**How satisfied are you with your job overall?**” and generally they were pleased. It is important that if employees are satisfied with their job and they stated that they were pleased in general. W4 compared her level of satisfaction with Turkey and was more satisfied in Tallinn; nevertheless, when she compares Tallinn to other European Union residents surrounding her, she is paid less, which has a negative impact. W5, on the other hand, indicated that she has been disappointed with her job in general, but when she initially started, she was delighted.

**W5:** *“I was pleased to see that there were people from many sorts of backgrounds who were competent. In reality, everyone has a different title, yet everyone is together; it is a highly cosmopolitan society. But lately I've been dissatisfied. Because I am dissatisfied with the firm, external circumstances, or certain compensations and salaries.”*

#### **4.5. Enhancing Job Satisfaction**

Question 14 was “**What are the things that would make your job satisfaction better?**” and employees shared their suggestions for how to enhance it. W1 mentioned one of the complaints as having attitude problems. His JS would be enhanced if his coworkers were more friendly. W2 and W3 declared firmly that their sole problem is a lack of money, and they feel that money can motivate them. W6 believes that the atmosphere in which employees work and being acknowledged is critical, but she also believes that a decent pay is necessary. According the one research that matches up with W6’s opinion, participants believed that other rewards, such as salary and recognition, are equally significant in increasing employee motivation and happiness. The reward acts as a motivator for people to perform harder and better. As a result, the firm must devise an effective and adaptable reward system to inspire employees (Asaari et al., 2019). In another situation, W7 claimed that her company lacked wellness chances and that a Christmas bonus would boost her JS. As W8 strives for more success in her job, the allotted budget is minimal, which would allow her to actually enhance her JS if it had been raised. Finally, W10 remarked that the start-up atmosphere causes him to make decisions hardly, and it is considered that he cannot relate to start-up culture because it is unfamiliar.

**W10:** “*Some decisions are tough for me to make because of the high degree of start-up culture, particularly the start-up culture of some people. I believe there is a problem with startups.*”

#### **4.6. Turkish White-Collar Employees' Perceptions of Job Satisfaction**

The last question of this thesis was “**How would you define Job Satisfaction?**” and TWCE responded with their perceptions based on their experiences. TWCE thought about this question for a longer period of time than prior questions since they were meant to respond with their perceptions of the meaning of JS. W2 and W8 said that it should be unique and that employees should learn new things on a daily basis that are not monotonous. W8 also mentioned that having a manager that encourages, supports, and gives her a chance is critical. W6 indicated that job satisfaction for her was being able to go home after work and sleep easily, as well as having free time after work and she highlighted that healthy environment is needed. Job satisfaction, as described by W6, can be seen as having an impact on an employee's life, either adversely or positively. W4 believed that being heard and seen was essential in providing the JS for him, and he desired an inflation-adjusted wage raise. The location element should also satisfy his expectations. Overall, TWCE indicated that JS should be something they would enjoy, discover, obtain encouragement from superiors, be in a place where expectations are fulfilled, have a high wage, and be able to sleep peacefully at home at the end of the day.

**W4:** “*It will not reduce my level of life; my money will rise in line with inflation; my opinions at work are significant (to be seen and heard); and it is a location where my expectations are met.*”

**W6:** “*Honestly, if you go to home after work and can easily sleep at night, it is good. This is job satisfaction if you do not work in a toxic environment and can take time for yourself after work.*”

## 5. CONCLUSION

According to literature review, importance of job satisfaction is not only critical for employees but also for organizations. Numerous researches have been undertaken on JS, and many definitions and explanations have been contributed to the literature; nonetheless, it has always been recognized that JS is critical for the majority of organizations in order to achieve productivity and healthy organization.

In this study we discovered that salary, which is included in the Hygiene factors, was a very relevant component for TWCE after doing a phenomenological investigation. White-collar workers were paid less than they deserved, and their incomes were insufficient to cover the costs of living in the capital city. The primary reason they were unsatisfied with their pay was that it did not change when they gained experience, were promoted, or were given additional responsibility. Another reason is that, although inflation climbed in Estonia, their wages did not grow in synch. Another issue of Hygiene factor that TWCE criticized their managers for was supervision. Employees were criticizing supervisors, claiming that they should have the same background as them since they had misunderstandings when carrying out tasks and did not feel adequately supervised. The study findings show that they could not get in touch with the managers when they were required also dissatisfied due to certain miscommunication issues.

According to the findings of the study, JS had an influence on Tallinn for TWCE. They liked the city's safety, natural beauty, peacefulness, small population and minimal traffic. However, with low income Tallinn is not a good choice and people feel alienated by Tallinn citizens because of cultural differences. Tallinn's weather is quite hard, and respondents indicated that their JS level was decreasing.

The results show that there is a significant disparity between two countries, particularly when respondents compared Tallinn to Istanbul, Turkey's largest city. Despite various difficulties in Tallinn, such as salary, weather, and misunderstandings, they did not want to return to Turkey, particularly Istanbul, because Turkey is experiencing economic difficulties also worth noting is that when currencies are compared, the Turkish currency is far less than the European Union currency.

In sum, salary is a beneficial component of improving the JS, and TWCE desired good guidance from their managers, as well as supervision. On this basis, Herzberg's theory suggests that when hygiene components are missing, employees are dissatisfied. In addition, the study discovered that Tallinn had an influence on TWCE, and white-collars highlighted stark parallels between living in Tallinn and Istanbul.

Recommendations for managers and HR practitioners; In this study, Hygiene factors must be addressed in order to achieve JS, and companies must be conscious that supervisory skills must be strengthened, and salaries should be increased equitably considering the workload and position of the employees. Because of different cultural backgrounds employees might feel alienated by Tallinn residents or their co-workers and this element leads to decrease JS of TWCE however, TWCE can have

communication and cultural trainings from their employers with company sponsorship, and it would be more beneficial for them to comprehend cultures and communication approaches with this policy. In future studies, the sample size can be increased and both quantitative and qualitative methods can be used to investigate the JS of white-collar employees of various nationalities residing in foreign countries.

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