

# Analysis of the Impact of Demographic Characteristics and Business Conditions on Employee Job Satisfaction

Fatma Betül Bağlan<sup>1</sup> , Umut Hulusi İnan<sup>2</sup> , Hüseyin Başlıgil<sup>3</sup> 

<sup>1,3</sup>Department of Industrial Engineering, Faculty of Engineering and Architecture, İstanbul Esenyurt University, İstanbul, Türkiye

<sup>2</sup>Department of Industrial Engineering, Faculty of Engineering and Architecture, İstanbul Gelişim University, İstanbul, Türkiye

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## Research Article

**Abstract** – Job satisfaction is an important concept in terms of productivity and continuity of enterprises. The decrease in the job satisfaction level of the employees may cause many problems such as slowing down the work and low productivity. In this study, the surveys conducted on 150 employees from 52 sectors were evaluated with the SMART-PLS 3 package program, and the effect of perceptions on business conditions (economic, ergonomic, internal communication, workload level, and career opportunities) on job satisfaction was examined. The topic addressed in the study, the classification of organizational conditions and the methodology employed, contributes to the literature. As a result of the analyses, it was determined that the perceptions of internal communication and career opportunities affect the level of job satisfaction of the employees. In the continuation of the study, the effect of the demographic characteristics of the employees on these perceptions was examined by using the SPSS 22 statistical program. This examination revealed that the gender affected the perception of internal communication and the education level the perception of career opportunities.

**Keywords** – Job satisfaction, partial least squares structural equation modelling (PLS-SEM), statistics

## 1. Introduction

The happiness that arises as a result of the fulfillment of needs or desires is defined as reaching the satisfaction of the heart. It is defined as a reaction of employees' feelings about their jobs [1]. Job satisfaction, in other words, is how the employee feels towards the job, has a decisive role in the attitudes of the employees towards the job [2].

The concept of job satisfaction emerged in the 1920s, and its importance was understood in the 1940s. From past to present, various definitions of job satisfaction have been made. Lawler [3] said that job satisfaction is measured by the difference between employees' expectations from the job and what they get from the job. Locke [4] defined job satisfaction as the emotional response of an employee to his or her job. Schultz and Schultz [5] stated that job satisfaction is a quality measure of working life. Soysal et al. [6] defined job satisfaction as the feelings that emerge as a result of the work experience of the employees. According to Kasimati [7], job satisfaction is the emotional reactions of employees to different aspects of their jobs, the degree of liking and disliking their job.

The concept of job satisfaction is an important term in terms of productivity and continuity of enterprises. With the industrial revolution, the Classical Management approach was accepted by the organizations, and the humanitarian elements began to be ignored. With the Neo-classical approach that emerged in the following

<sup>1</sup>fatmabetulbaglan@esenyurt.edu.tr (Corresponding Author); <sup>2</sup>uhinan@gelisim.edu.tr; <sup>3</sup>huseyinbasligil@esenyurt.edu.tr

process, this shortcoming in the classical management approach was eliminated. According to this approach, one of the most important elements in the production processes of organizations is human, and it is not possible for an employee who is dissatisfied with his work to contribute to the effectiveness and efficiency of the organization [8]. It is inevitable that the standard conditions of an enterprise with low job satisfaction level of its employees may deteriorate. The decrease in the job satisfaction levels of the employees can cause many problems such as slowing down the work and low productivity. The effective and productive work of their employees are largely related to their high job satisfaction level [9].

In today's intensely competitive environment, businesses must be able to use their resources effectively and efficiently in order to survive. One of the most important of these resources is human, i.e. employees. Job satisfaction has an impact on employee performance, while employee performance has an impact on business productivity. Ali et al. [10] stated that the success and sustainability of organizations depend on their employees and their attitudes towards their works they do.

For many years, researchers have been examining the factors affecting job satisfaction. Demirel and Özçınar [2] examined the effect of organizational citizenship behavior on job satisfaction, İşcan and Sayın [11] analyzed the relationship between organizational justice, job satisfaction and organizational trust, Julseth et al. [12] studied the relationship between job satisfaction of patrol officers and their capacity to perceive problems, Bayramlık et al. [8] investigated the effect of person-organization fit on job satisfaction, Neubert and Halbesleben [13], the effect of psychological factors on organizational outcomes such as job satisfaction and organizational commitment, Kardaş and Şencan [14] tested the effect of five factor personality traits on job satisfaction, Şenol and Öngel [15] assessed the effect of internal marketing practices on job satisfaction, and Akçakanat et al. [16] examined the effect of job love on job satisfaction. Örucü et al. [17] listed the factors affecting job satisfaction, which is a very important organizational concept, as follows:

- Organizational
- Cultural
- Environmental
- Individual or group related factors

Organizational factors, such as economic conditions, are thought to positively or negatively influence individuals' job satisfaction [18]. Locke [19] introduces the value theory and emphasizes that one of the key factors of satisfaction is salary.

Ergonomic conditions refer to environmental factors within the organization, such as temperature, light levels, cleanliness, etc. It is believed that maintaining good ergonomic conditions in workplaces, where individuals spend a significant part of their day, positively affects job satisfaction [20].

Internal communication within the organization is another organizational factor believed to impact job satisfaction [21]. It is known that adopting an open communication policy towards employees contributes to the creation of a positive atmosphere within the organization, thereby assisting employees in managing their work more efficiently [22].

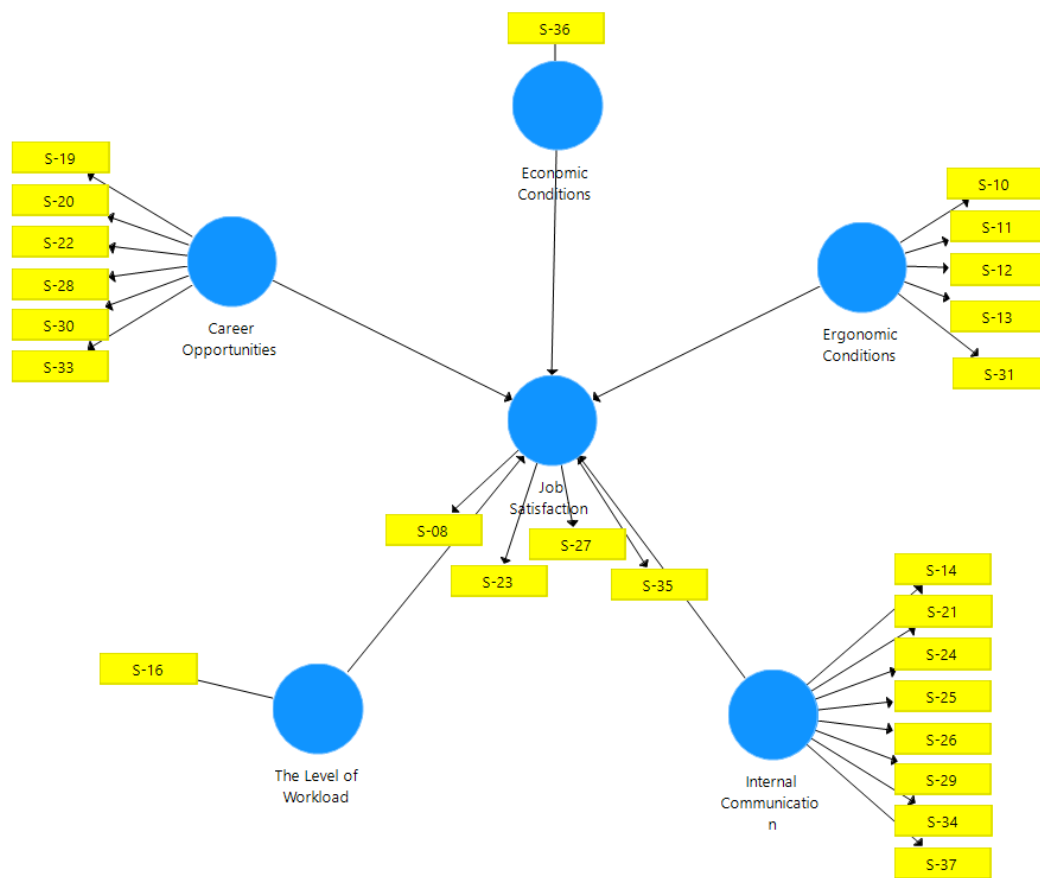
Workload level can be considered as an organizational factor. Parmaksız et al. [23] suggested that workload distribution should be fair to form employees' perceptions of organizational justice. Keser and Yılmaz [24] stated that employees' workload levels contribute to burnout.

Tetik et al. [25] mentioned that giving importance to employees' career development will enhance organizational success. It is believed that employees who are aware that successful performance will be

rewarded by advancing in their careers will have higher levels of job satisfaction.

There are numerous studies examining the direct impact of demographic characteristics on job satisfaction [26-28]. The results of these studies indicate that factors such as gender, age, education level, and years of work experience have an impact on job satisfaction.

In this study, business conditions were discussed for the first time under 5 headings as economic conditions, ergonomic conditions, internal communication, workload level, and career opportunities, and the effects of employees' perceptions of these conditions on job satisfaction were analyzed. Following this, in contrast to analyses focusing on the direct impact of job satisfaction in the literature, an examination was conducted to determine whether individuals' demographic characteristics have an influence on perceptions of organizational conditions. Figure 1 shows the structural model established in the first step of the research.



**Figure 1.** Structural model of the research

The research hypotheses established to measure the effect of business conditions on the job satisfaction of employees are given in Table 1.

**Table 1.** Research hypotheses

<b>H1</b>	Economic conditions affect the job satisfaction level of employees.
<b>H2</b>	Ergonomic conditions affect the job satisfaction level of employees.
<b>H3</b>	Internal communication affects the job satisfaction level of employees.
<b>H4</b>	The level of workload affects the job satisfaction level of the employees.
<b>H5</b>	Career opportunities affect the job satisfaction level of employees.

## **2. Materials and Methods**

In this study, the impact of organizational conditions on job satisfaction levels of sector employees will be examined.

### **2.1. Sampling, Data Collection**

The data were collected through a questionnaire (Annex-1), and the sample of the study consists of employees from 52 sectors. In the first part of the questionnaire, there were questions about the demographic characteristics of the employees. In the second part of the questionnaire, the suggestion was presented to measure the job satisfaction level of the employees, the communication within the enterprise, the workload level of the employees, the career opportunities in the workplace, and the economic and ergonomic conditions of the workplace. The propositions were asked to be evaluated according to a 5-point Likert Scale. A total of 150 survey results were evaluated in the study. A simple random sampling method was employed in the research, and data were collected through face-to-face and electronic surveys. The fact that Cronbach Alpha values exceeded 0.80 indicates the reliability of the research model.

### **2.2. Analysis of Data**

In order to test the hypotheses established in the first step of the study, Partial Least Squares Structural Equation Modeling (KEKK-YEM) and Smart PLS 3 package programs, a second generation statistical software, were used to test the reliability, validity and hypothesis of the data.

KEKK-SEM is a modeling technique used for modeling complex multivariate relationships between observed and latent variables. KEKK-YEM, which is mostly preferred in exploratory research, was first discussed by Wold [29] and subsequently developed by Löhmöller [30]. KEKK-SEM does not require the assumption of normality compared to other methods, can provide accurate results even in small sample sizes, and can make successful measurements in complex models [31]. Many alternative KEKK-YEM software packages (VisualPLS, PLS-GUI, PLS-Graph) have been developed since the 1980s. The KEKK-YEM analysis in this study was carried out with the Smart PLS 3 package program. PLS, which is one of the most popular methods in data analysis today, is a variance-based structural equation modeling method [32-34]. During the evaluation of the measurement model, which is the first stage of KEKK-SEM, reliability and validity analyzes of the theoretically constructed model were carried out, and during the evaluation of the structural model, which is the second stage, a path analysis was conducted in which the established hypotheses were tested.

SPSS 22 statistical program was used to test the hypotheses established in the second step of the research. Normality test, Pearson Correlation coefficient, regression analysis, t test and ANOVA test were used. Post Hoc-LSD test was performed to detect the groups that differed in the comparisons of more than one group. The obtained data were analyzed at the 5% significance level ( $p < 0.05$ ).

## **3. Findings**

### **3.1. Demographic Features**

Demographic findings of the research sample are summarized in Table 2. Of the participating employees in the research, 54.7% are male, and 45.3% are female. 69.4% of the participants have received education at least

at the undergraduate level, and 73.3% have been in the workforce for at least 5 years. 65.3% of the participants are married, and 30.7% are single, with 50% falling within the age range of 25-35.

**Table 2.** Demographic characteristics of the research sample

Demographic Feature	Frequency	Percentage	Demographic Feature	Frequency	Percentage			
<b>Age</b>	18-25	11	<b>Marital Status</b>	Single	46	30.7		
	26-35	75		50.0	Married	98	65.3	
	36-45	45		30.0	Divorced	6	4.0	
	46-55	11		7.3	Total	150	100.0	
	56-65	8		5.3	<b>Education</b>	Primary-Secondary School	11	7.3
	65+	0		0		High School	22	14.7
Total	150	100.0	Associate Degree	13		8.7		
<b>Working Year</b>	1-5	40	26.7	Licence		67	44.7	
	6-10	36	24.0	Graduate		37	24.7	
	11-15	30	20.0	Total	150	100.0		
	16-20	22	14.7	<b>Gender</b>	Women	68	45.3	
	21+	22	14.7		Man	82	54.7	
	Total	150	100.0		Total	150	100.0	

### 3.2. Evaluation of Hypotheses with Partial Least Squares Structural Equation Modeling (KEKK-YEM)

Before testing the established research hypotheses, the validity and reliability analyzes of the measurement model were made. Since the factor load of 5 factors was insufficient (<0.6) in the measurement model, which was initially created with 30 factors and 6 variables, the measurement model was established with 25 factors and 6 variables. The results of the analysis performed with the Smart PLS 3 program are given in Table 3.

**Table 3.** Measurement model results

Factor/ Variable	Factor Load	T-value	R <sup>2</sup>	Cronbach Alpha	Composite Reliability	Rho_A	AVE
<b>Economic Conditions</b>				1.000	1.000	1.000	1.000
S-36	1.000						
<b>Ergonomic Conditions</b>				0.807	0.865	0.816	0.562
S-10	0.685	9.313					
S-11	0.737	9.162					
S-12	0.841	17.163					
S-13	0.766	13.572					
S-31	0.711	12.592					
<b>Internal Communication</b>				0.921	0.936	0.927	0.684
S-14	0.775	18.660					
S-21	0.874	38.510					
S-24	0.848	33.442					
S-25	0.691	9.716					
S-26	0.742	11.516					
S-29	0.820	23.527					
S-34	0.870	31.876					
S-37	0.801	22.469					

**Table 3.** (Continued) Measurement model results

Factor/ Variable	Factor Load	T-value	R <sup>2</sup>	Cronbach Alpha	Composite Reliability	Rho_A	AVE
<b>The Level of Workload</b>				1.000	1.000	1.000	1.000
<b>S-16</b>	1.000						
<b>Career Opportunities</b>				0.849	0.889	0.852	0.572
<b>S-19</b>	0.710	12.794					
<b>S-20</b>	0.811	20.607					
<b>S-22</b>	0.714	11.181					
<b>S-28</b>	0.714	11.836					
<b>S-30</b>	0.858	28.457					
<b>S-33</b>	0.718	11.862					
<b>Work Satisfaction</b>			0.762	0.817	0.880	0.835	0.649
<b>S-8</b>	0.750	17.047					
<b>S-23</b>	0.714	12.484					
<b>S-27</b>	0.861	27.693					
<b>S-35</b>	0.884	36.738					

Although the majority of researchers argue that factor loadings should be 0.70 and above [35], there are also researchers who accept values in the range of 0.60-0.70 [36]. When the factor loads of the model established in this study were examined, it is seen that the factor loads of all propositions were above 0.60. In order to measure research reliability, Cronbach’s Alpha internal consistency values, Composite Reliability (CR) values and Rho\_A values should be examined [37, 38]. CR values higher than 0.80 indicate that the research model is reliable [39]. Cronbach’s Alpha and Rho\_A values higher than 0.60 are considered sufficient for model reliability [40]. Looking at Table 3, the minimum CR value is 0.886, the minimum Cronbach’s Alpha value is 0.807, and the mini-candle Rho\_A value is 0.816. According to these results, the structural model of the research is reliable. Another indicator that should be examined in order to analyze the explanatory power and stability of the structural model is the R2 value. If the R2 value is greater than 0.75, the model has the ability to predict power [41]. The R2 value of job satisfaction in the research model is 0.762, which indicates that the model has a high predictive/explanatory power.

In order to measure the discriminant validity of the model, HTMT (Heterotrait-Monotrait Ratio) and Fornell-Larcker values should be examined. HTMT values express the ratio of the mean of the correlations of the expressions of all variables to the geometric mean of the correlations of the expressions of the same variable [42] and should be less than 1.0 [43]. The HTMT values of the variables in the research model are given in Table 4. All values less than 1.0 indicate that the model has discriminant validity.

**Table 4.** HTMT values for discriminant validity

	<b>Economic Conditions</b>	<b>Ergonomic Conditions</b>	<b>Career Opportunities</b>	<b>Work Satisfaction</b>	<b>The Level of Workload</b>	<b>Internal Communication</b>
<b>Economic Conditions</b>						
<b>Ergonomic Conditions</b>	<b>0.522</b>					
<b>Career Opportunities</b>	0.680	<b>0.814</b>				
<b>Work Satisfaction</b>	0.623	0.794	<b>0.978</b>			
<b>The Level of Workload</b>	0.223	0.115	0.166	<b>0.209</b>		
<b>Internal Communication</b>	0.643	0.831	0.957	0.973	<b>0.227</b>	

According to Fornell and Larcker [44], the square roots of the AVE values of the model should be higher than the correlations between the structures in the research [42]. The values given in bold in Table 5 are the square roots of the model’s AVE values. The fact that these values are higher than the correlation coefficients between the constructs shows that the validity values of the model are appropriate.

**Table 5.** Fornell Larcker values for discriminant validity

	<b>Economic Conditions</b>	<b>Ergonomic Conditions</b>	<b>Career Opportunities</b>	<b>Work Satisfaction</b>	<b>The Level of Workload</b>	<b>Internal Communication</b>
<b>Economic Conditions</b>	<b>1.000</b>					
<b>Ergonomic Conditions</b>	0.487	<b>0.750</b>				
<b>Career Opportunities</b>	0.623	0.711	<b>0.756</b>			
<b>Work Satisfaction</b>	0.572	0.666	0.794	<b>0.806</b>		
<b>The Level of Workload</b>	0.223	0.081	0.154	0.164	<b>1.000</b>	
<b>Internal Communication</b>	0.621	0.731	0.751	0.802	0.202	<b>0.805</b>

In the Table 6, path coefficients, sample averages, standard deviations, t-test values and p values of the hypotheses tested in the study model are given. In order to evaluate the significance of the KEKK path coefficients by bootstrapping, 1000 sub-samples were taken from the sample, and t and p values for the hypotheses were calculated. In the analysis, the threshold t-test value was evaluated as 1.96 for 95% significance level ( $p \leq 0.05$ ) [45].

**Table 6.** Analysis results of the structural model

<b>Hypothesis</b>	<b>Path Coefficient</b>	<b>Sample Mean</b>	<b>Standard Deviation</b>	<b>T Value</b>	<b>P Value</b>	<b>Conclusion</b>
<b>H1</b>	0.013	0.019	0.068	0.190	0.849	Rejection
<b>H2</b>	0.023	0.039	0.075	0.303	0.762	Rejection
<b>H3</b>	0.547	0.537	0.147	3.716	0.000	<b>Acceptance</b>
<b>H4</b>	-0.004	-0.006	0.054	0.076	0.940	Rejection
<b>H5</b>	0.333	0.328	0.114	2.913	0.004	<b>Acceptance</b>

According to the results of the analysis, H3 and H5 hypotheses were accepted, while H1, H2, and H4 hypotheses were rejected. The order of the accepted hypotheses according to their importance is given in Table 7.

**Table 7.** Values related to accepted hypotheses

<b>Hypothesis</b>	<b>Serial Number</b>	<b>Path Coefficient</b>	<b>Serial Number</b>	<b>Sample Mean</b>	<b>Serial Number</b>	<b>Standard Deviation</b>	<b>Serial Number</b>	<b>T Value</b>	<b>Serial Number</b>	<b>P Value</b>
<b>H3</b>	1	0.547	1	0.537	1	0.147	1	3.716	2	0.000
<b>H5</b>	2	0.333	2	0.328	2	0.114	2	2.913	1	0.004

When Table 7 is examined, it is seen that the effect of H3 hypothesis, that is, internal communication, on job satisfaction, is higher than the H5 hypothesis, that is, career opportunities, according to all other indicators except the P value indicator.

### 3.3. Examining the Effects of Employees' Demographic Characteristics on Perceptions of Internal Communication and Career Opportunities

In the previous stage, it was concluded that the perceptions of the employees about internal communication and career opportunities had an effect on their job satisfaction. In this stage, it was analyzed whether the demographic characteristics of the employees have an effect on these two perceptions. In this stage of the study, the formulated hypotheses are as follows:

H2.1. The demographic characteristics of employees influence their perceptions of internal communication.

H2.2. The demographic characteristics of employees influence their perceptions of career opportunities.

First of all, normality test was applied to assess the normality of the data. The normality of the data was determined by looking at the Skewness and Kurtosis values. Normality test results are given in Table 8.

**Table 8.** Results of normality test of data

	Skewness	Kurtosis
<b>Internal Communication</b>	-0.174	-0.149
<b>Career Opportunities</b>	0.225	-0.584

When we look at the Skewness and Kurtosis values, it is seen that they are in the range of  $\pm 1$ , that is, the data are normally distributed. The analyzes regarding the effect of gender, age, education, working year and marital status of the employees on their perceptions of internal communication and career opportunities are given in Tables 9-17. In cases where there are two groups, the t test was applied, and in cases where there were more than two groups, the ANOVA test was applied. Post Hoc-LSD test was used to obtain different groups.

**Table 9.** T-test results regarding the effect of gender factor on variables

Variables	Groups	N	X	ss	t-test	
					sd	p
<b>Internal Communication</b>	Women	68	3.21	0.75	148	<b>0.032</b>
	Man	82	3.49	0.82		
<b>Career Opportunities</b>	Women	68	2.83	0.89	148	0.081
	Man	82	3.08	0.88		

When Table 9 is examined, it is seen that employees' perceptions of Career Opportunities do not show a significant gender difference ( $p > 0.05$ ). Moreover, it is seen that the perceptions of Internal Communication indicate a significant gender difference ( $p < 0.05$ ). However, the perceptions of male employees are more positive than those of female employees.

**Table 10.** Results of homogeneity test of variances regarding the effect of age factor on variables

		Sum of Squares	df	Mean Square	F	Sig.
<b>Internal Communication</b>	Between Groups	1,422	4	0,354	0,550	0,699
	Within Groups	93,762	145	0,647		
	Total	95,184	149			
<b>Career Opportunities</b>	Between Groups	3,683	4	0,921	1,164	0,329
	Within Groups	114,673	145	0,791		
	Total	118,357	149			

When the Tables 10 and 11 are examined, it is seen that the variances are homogeneously distributed. It is seen that the perceptions of the employees towards Internal Communication and Career Opportunities do not point out a significant age difference ( $p > 0.05$ ).

**Table 12.** Results of homogeneity test of variances regarding the effect of education factor on variables

	Levene Test	df1	df2	p Value
<b>Internal Communication</b>	0,660	4	145	0,621
<b>Career Opportunities</b>	3,110	4	145	<b>0,017</b>

**Table 13.** ANOVA test results regarding the effect of education factor on variables

		Sum of Squares	df	Mean Square	F	Sig.
<b>Internal Communication</b>	Between Groups	3,898	4	0,975	1,548	0,191
	Within Groups	91,286	145	0,630		
	Total	95,184	149			
<b>Career Opportunities</b>	Between Groups	10,052	4	2,513	3,364	<b>0,011</b>
	Within Groups	108,305	145	0,747		
	Total	118,357	149			

When the Tables 12 and 13 are examined, it is seen that the variances do not show a significant difference according to the education level of the employees' perceptions of Internal Communication ( $p > 0.05$ ). It is seen that their perceptions of Career Opportunities show a significant difference according to their educational status ( $p < 0.05$ ).



**Table 14.** Results of the homogeneity test of variances regarding the effect of the working year factor on the variables

	Levene Test	df1	df2	p Value
Internal Communication	1,118	4	145	0,319
Career Opportunities	2,105	4	145	0,083

**Table 15.** ANOVA test results regarding the effect of the working year factor on the variables

		Sum of Squares	df	Mean Square	F	Sig.
Internal Communication	Between Groups	0,420	4	0,105	0,160	0,958
	Within Groups	94,764	145	0,654		
	Total	95,184	149			
Career Opportunities	Between Groups	2,627	4	0,657	0,823	0,513
	Within Groups	115,730	145	0,798		
	Total	118,357	149			

When Tables 14 and 15 are examined, it is seen that the variances are homogeneously distributed. It is seen that the perceptions of the employees towards Internal Communication and Career Opportunities do not show a significant difference according to their working years ( $p>0.05$ ).

**Table 16.** The Results of homogeneity test of variances regarding the effect of marital status factor on variables

	Levene Test	df1	df2	p Value
Internal Communication	0,369	2	147	0,692
Career Opportunities	0,469	2	147	0,627

**Table 17.** ANOVA test results regarding the effect of marital status factor on variables

		Sum of Squares	df	Mean Square	F	Sig.
Internal Communication	Between Groups	0,320	2	0,160	0,248	0,781
	Within Groups	94,864	147	0,645		
	Total	95,184	149			
Career Opportunities	Between Groups	0,932	2	0,466	0,584	0,559
	Within Groups	117,424	147	0,799		
	Total	118,357	149			

When Tables 16 and 17 are examined, it is seen that the variances are homogeneously distributed. It is seen that the perceptions of the employees towards Internal Communication and Career Opportunities do not show a significant difference according to marital status ( $p>0.05$ ).

In this step of the study, it was determined that only the perceptions of development opportunities suggested a significant difference according to the level of education ( $p<0.05$ ). Post-Hoc test was performed to analysis this difference. According to the test results, the employees with primary education had a higher perception of development opportunities than the employees with graduate degrees.

#### 4. Conclusion

In this study, the effect of demographic characteristics of employees and business conditions on job satisfaction was analyzed. First of all, the effect of business conditions under 5 headings on the level of job satisfaction was analyzed. These hypotheses established within the scope of the research were tested with Partial Least Squares Structural Equation Modeling (PLSSEM) and a second-generation statistical software, the Smart PLS 3 package program. While 3 of the 5 hypotheses subject to the analysis were rejected, 2 were accepted. The results of the hypotheses are given below:

**H1:** It has not been determined that economic conditions have an effect on the level of job satisfaction of the employees. Locke [19] posit theories suggesting that economic conditions, as one of the organizational factors, have an impact on job satisfaction. In this study, the deviation from these theories is considered to stem from sample differences, leading to contrasting results.

**H2:** It has not been determined that ergonomic conditions have an effect on the level of job satisfaction of the employees. According to Telman and Ünsal [20], improving the ergonomic conditions of employees who spend a significant portion of their days in the workplace positively influences their job satisfaction. However, the conducted study did not yield results supporting this idea.

**H3:** It has been determined that the level of internal communication has a positive effect on the job satisfaction level of the employees. It has been observed that the job satisfaction of the employees who think that the communication within the enterprise is at a high level is higher. Sabuncuoğlu and Tüz [22] stated that internal communication positively influences employees. Yeşilyurt and Koçak [21] found that internal communication is an organizational factor affecting job satisfaction. The results obtained in our study are consistent with previous research, supporting these findings.

**H4:** It has not been determined that the level of workload has an effect on the level of job satisfaction of the employees. The literature indicates a relationship between workload levels and employees' perceptions of organizational justice [23] as well as their levels of burnout [24]. However, according to the results of our study, a relationship between workload levels and the job satisfaction levels of employees could not be identified.

**H5:** It has been determined that career opportunities have a positive effect on the level of job satisfaction of employees. It has been observed that the job satisfaction of the employees who think that the career opportunities offered to them in the businesses they work are at a high level. The obtained results align with the literature [25].

In the continuation of the study, it was analyzed whether the demographic characteristics of the employees had an effect on the perceptions of the H3 and H5 hypotheses, which were accepted as a result of the KEKK-YEM analysis. SPSS 22 statistical program was used for this analysis. According to the results of the analysis, 2 effects were determined.

- It has been determined that the gender factor had an effect on the perception of internal communication. It has been observed that female employees had more positive perceptions than male employees. Karakaya and Sancı [46], in their study focusing on occupational health and safety specialists, found no significant difference in internal, external, and overall satisfaction levels based on gender. Although not directly addressed in our study, it can be inferred that this observation may be due to the inherent emotional nature of women and the importance of communication for them. Indeed, Kirel [47], Hulin and Smith [48], and Sauser and York [49] have suggested the influence of gender on job satisfaction in their studies. While the results of this study do not directly address it, they indirectly support the presence of such an effect.

- It has been determined that the education level factor had an effect on the perception of career opportunities. It has been observed that employees with low education levels had a higher perception of career opportunity compared to other employees. This result may be considered as an indicator of the importance that enterprises attach to the training and development of their employees. According to the findings of Gürkan et al. [26], employees with lower educational levels have higher job satisfaction levels. Although a direct impact on this aspect was not explicitly investigated in our study, the indirectly observed effect aligns with the literature.

The topic addressed in the study, the classification of organizational conditions and the methodology employed, contributes to the literature. In the future, more precise results may be obtained by performing similar analyzes on samples that are higher in number or limited in terms of sector.

## Author Contributions

The first author made a literature review and statistical analysis and wrote the study. The second author collected the data, designed the study methodology and translated it into English. The third author planned and designed the methodology of the study. They all read and approved the final version of the paper.

## Conflicts of Interest

All the authors declare no conflict of interest.

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