

"İŞ, GÜÇ" ENDÜSTRİ İLİŞKİLERİ VE İNSAN KAYNAKLARI DERGİSİ

"IS, GUC" INDUSTRIAL RELATIONS AND HUMAN RESOURCES JOURNAL

2017 Cilt/Vol: 19/Num:3 Sayfa/Page: 95-126

Editörler Kurulu / Executive Editorial Group

Aşkın Keser (Uludağ University)
K. Ahmet Sevimli (Uludağ University)
Şenol Baştürk (Uludağ University)

Editör / Editor in Chief

Şenol Baştürk (Uludağ University)

Yayın Kurulu / Editorial Board

Doç. Dr. Erdem Cam (ÇAŞGEM)
Yrd. Doç. Dr. Zerrin Fırat (Uludağ University)
Prof. Dr. Aşkın Keser (Uludağ University)
Prof. Dr. Ahmet Selamoğlu (Kocaeli University)
Yrd. Doç. Dr. Ahmet Sevimli (Uludağ University)
Prof. Dr. Abdulkadir Şenkal (Kocaeli University)
Doç. Dr. Gözde Yılmaz (Marmara University)
Yrd. Doç. Dr. Memet Zencirkıran (Uludağ University)

Uluslararası Danışma Kurulu / International Advisory Board

Prof. Dr. Ronald Burke (York University-Kanada)
Assoc. Prof. Dr. Glenn Dawes (James Cook University-Avustralya)
Prof. Dr. Jan Dul (Erasmus University-Hollanda)
Prof. Dr. Alev Efendioğlu (University of San Francisco-ABD)
Prof. Dr. Adrian Furnham (University College London-İngiltere)
Prof. Dr. Alan Geare (University of Otago- Yeni Zelanda)
Prof. Dr. Ricky Griffin (TAMU-Texas A&M University-ABD)
Assoc. Prof. Dr. Diana Lipinskiene (Kaunos University-Litvanya)
Prof. Dr. George Manning (Northern Kentucky University-ABD)
Prof. Dr. William (L.) Murray (University of San Francisco-ABD)
Prof. Dr. Mustafa Özbilgin (Brunel University-UK)
Assoc. Prof. Owen Stanley (James Cook University-Avustralya)
Prof. Dr. Işık Urla Zeytinoğlu (McMaster University-Kanada)

Ulusal Danışma Kurulu / National Advisory Board

Prof. Dr. Yusuf Alper (Uludağ University)
Prof. Dr. Veysel Bozkurt (İstanbul University)
Prof. Dr. Toker Dereli (Işık University)
Prof. Dr. Nihat Erdoğan (İstanbul Şehir University)
Prof. Dr. Ahmet Makal (Ankara University)
Prof. Dr. Ahmet Selamoğlu (Kocaeli University)
Prof. Dr. Nadir Suğur (Anadolu University)
Prof. Dr. Nursel Telman (Maltepe University)
Prof. Dr. Cavide Uyargil (İstanbul University)
Prof. Dr. Engin Yıldırım (Anayasa Mahkemesi)
Prof. Dr. Arzu Wasti (Sabancı University)

İş, Güç, Endüstri İlişkileri ve İnsan Kaynakları Dergisi, yılda dört kez yayınlanan hakemli, bilimsel elektronik dergidir. Çalışma hayatına ilişkin makalelere yer verilen derginin temel amacı, belirlenen alanda akademik gelişime ve paylaşım katkıda bulunmaktadır. "İş, Güç," Endüstri İlişkileri ve İnsan Kaynakları Dergisi, 'Türkçe' ve 'İngilizce' olarak iki dilde makale yayınlanmaktadır.

"Is, Güc" The Journal of Industrial Relations and Human Resources is peer-reviewed, quarterly and electronic open sources journal. "Is, Güc" covers all aspects of working life and aims sharing new developments in industrial relations and human resources also adding values on related disciplines. "Is, Güc" The Journal of Industrial Relations and Human Resources is published Turkish or English language.

TARANDIĞIMIZ INDEXLER



Dergide yayınlanan yazılardaki görüşler ve bu konudaki sorumluluk yazarlarına aittir.
Yayınlanan eserlerde yer alan tüm içerik kaynak gösterilmeden kullanılamaz.

All the opinions written in articles are under responsibilities of the authors.
The published contents in the articles cannot be used without being cited

“İş, Güç” Endüstri İlişkileri ve İnsan Kaynakları Dergisi - © 2000- 2017

“Is, Güc” The Journal of Industrial Relations and Human Resources - © 2000- 2017

İÇİNDEKİLER

YIL: 2017 / CİLT: 19 SAYI: 3

SIRA	MAKALE BAŞLIĞI	SAYFA NUMARALARI
1	Öğr. Gör. Hakan KARAKAVUZ, Prof. Dr. Ender GEREDE, A Qualitative Study to Identify the Success Factors of Occupational Health and Safety Management Systems implemented in Ground Handling Companies throughout Turkey DOI: 10.4026/iscguc.379219	5
2	Yrd. Doç. Dr. Beyza SÜMER, Sosyal Kaynaşma Kavramı ve Ölçütleri DOI: 10.4026/iscguc.379221	35
3	Arş. Gör. Ayşenur ÖKTEM ÖZGÜR, Doç. Dr. Şebnem SEÇER, Çalışma Yaşamında Bilgi ve İletişim Teknolojileri Bağlamında Cinsiyete Dayalı Ayrımcılık Algıları: “İnsan Kaynakları Yöneticileri ile Nitel Bir Araştırma” DOI: 10.4026/iscguc.379223	61
4	Doç.Dr. Kamil ORHAN, An Alternative Evaluation Method for Job Satisfaction in Working Life: Mini-Longitudinal Occupational Work satisfaction DOI: 10.4026/iscguc.379226	99
5	Arş. Gör. Ali Hayda BEŞER, KİTAP DEĞERLENDİRME: Post-Endüstriyel Dönüşüm DOI: 10.4026/iscguc.379229	131

AN ALTERNATIVE EVALUATION METHOD FOR JOB SATISFACTION IN WORKING LIFE: MINI-LONGITUDINAL OCCUPATIONAL WORK SATISFACTION¹

Kamil Orhan²

ÖZET

Makalede, iş doyumu, çalışan memnuniyeti ana başlıklarında ele alınabilecek çalışanın işine veya işyerine karşın geliştirdiği duygusal tepkiler ele alınmıştır. Konu uzun sayılabilecek bir geçmişe sahip olmasına karşın bu konuda, gerek kavramsal gerekse kuramsal uzlaşma tam olarak sağlanamamıştır. Bu makalenin, iki yenilikçi bakış açısı önermektedir. Bunlardan ilki, çalışanların işlerine karşın geliştirdikleri duyguları sadece bir firmadan toplamak yerine, bir meslek grubunu oluşturan örneklemeden toplanmasıdır. Böylelikle, bütünsel olarak bir mesleğe ilişkin çalışma memnuniyetine ulaşılması hedeflenmiştir. İkincisi ise, boylamsal çalışmalara referansla alandan iki yıl peş peşe aynı gruptan veri toplanarak mini boylamsal bir dizayna ulaşılmasıdır. İki yıllık veri bir arada ele alınarak, gruptan toplanan verilerin, yıllar içindeki tutarlılığını sağlamak hedeflenmiştir. Çalışmada, sektörün kurumsallaşmış yapısı, önemi ve işgücü demografisi sebebi ile ilaç sektörü seçilmiştir. İlaç sektörü, Türkiye ve Dünya piyasasındaki önem ve ağırlığından hareketle özel olarak seçilmiştir. Aynı zamanda sektörün yapısı gereği personel hareketliliğinin de yüksek olduğu bir sektördür. Çalışma, 2015 ve 2016 yılında toplanmış verilerle yürütülmüştür. Sektörde tıbbi mümessil olarak çalışan ilk yıl 1076, ikinci yıl 1721 kişiden sağlıklı ve kullanılabilir veri elde edilmiştir. Sonuçlara göre, sektörde genel olarak memnuniyet 2016 yılında 2015 yılından daha düşüktür. Kadınlar ve erkekler mesleki çalışma memnuniyeti açısından farklılaşmazken, kıdem arttıkça memnuniyet düzeyi de artmaktadır. Firmalar arasında da istatistiksel olarak anlamlı farklılaşmalar bulunmuştur.

Anahtar Kelimeler: İş Tatmini, Çalışan Memnuniyeti, Boylamsal Çalışma, İlaç Mümessili

- 1 The study is based on the data of a project carried out with Representative Cooperation Association. In that respect, I would like to thank to the Board of Directors and mainly to Harun OKEK on behalf of the association for their support within the scope of project and their permitting for the usage of data.
- 2 Assoc.Prof.Dr., Pamukkale University, Faculty of Economics and Administrative Sciences, Department of Labour Econ. and Industrial Rel., Division of Management and Work Psychology.

ABSTRACT

T*n the article, by evaluating job satisfaction under main headings of employee satisfaction, the emotional responses developed by employee towards her/his work are evaluated. Perspective of the article contains two innovative suggestions. First one of these is to gather information about the emotions developed by employees not only from a single company but from a sample representing an occupational group. In this way, it was aimed to reach information about work satisfaction relating with an occupation. Second one is to reach to a mini-longitudinal design by gathering data from the same group for two consecutive years from the field with reference to longitudinal studies. By evaluating data for two years together, it was aimed to enable the consistency of data collected from the group, through the years. Due to the sectoral importance, and demography of labor force, pharmaceutical representatives has been chosen. The study was carried out with the data collected for years 2015 (n=1076) and 2016 (n=1721). According to the results, in the sector generally satisfaction reduced in second year when compared with the first. While there are no significant differences in women and men as regards to occupational work satisfaction, as seniority increased, level of satisfaction also increased.*

Keywords: *Job Satisfaction, Employee Satisfaction, Occupational Work Satisfaction, mini-Longitudinal Study, Pharmaceutical Representatives,*

INTRODUCTION

In the field of working psychology having nearly 90 years of past, job satisfaction/employee satisfaction is one of the concepts relating to which the largest literature has been collected. Interest in this concept has started in 1930s and it has followed a continuous and fluctuating trend. The enthusiasm and interest which improved from time to time, has fallen at some other times.

The introduction of Hoppock in his book with the topic of job satisfaction (1935), Hawthorne Studies (1927-1932), and the impressive pioneering works of researchers like Roethlisberger and Dickson (1939), McGregor (1966), Likert (1967), and Locke (1976) have enabled the interest to be focused on the subject matter. Later on, interest in this concept showed a trend that reduced with fluctuations in 1970s, 1980s, and 1990s (Spector et al, 2001).

The concept first appeared in the body of literature in 1930s. In that period, *“The Dissatisfied Worker”* by Fisher & Hanna (1931), *“Employee attitudes; suggestions from a study in a factory”* by Kornhauser & Sharp (1932); *“Workers’ Emotions in Shop and Home: A Study of Individual Workers from the Psychological and Physiological Standpoint”* by Hersey (1932); *“Job Satisfaction”* by Hoppock (1935); *“Management and the Worker”* by Roethlisberger & Dickson (1939) were published. In this period, in various different publications, factors effective in working environment were evaluated. In the later periods, the area was narrowed as conceptually and methodologically. It is possible to group the literature obtained with this approach, under four headings:

- 1.Evaluation of headings having impact on the work, job satisfaction being the main one
- 2.Developing the scales by often neglecting clinical and qualitative methods
- 3.Focusing on experimental data by neglecting theoretical development part
- 4.Investigating the working environment providing job satisfaction in all respects (by also including psychological extra working factors as family and economical conditions)

In literature through tens of years, numerous studies were conducted not being well institutionalized and especially aiming to form paper-pencil tests. In the studies realized, apart from a few exceptional ones, even though emotional features of the concept are brought to the forefront in institutionalization, in the measurements cognitive aspects were considered more. When job satisfaction

is thought as a cognitive judgement determining the ideas regarding the work, it is antecedent and when it is thought as emotional component being influenced by the emotions at work, it is an indicator. Especially in 90s, a research was made as regards to the interaction of concepts of *moods* and *emotions* and job satisfaction but conceptualization having theoretical-practical harmonization could not be revealed (Brief & Weiss, 2002: 281-286).

Despite the fluctuations in the interest, the area where the concept has spread, remains as being significantly wide. Numerous publications were made trying to find a correlation between job satisfaction and many concepts forming the basis of working psychology. These publications have created a rich literature both from theoretical and practical point of view.

It was tried to bring Job satisfaction together with many concepts as; efficiency-productivity (Cropanzan & Wright, 2001), work autonomy and its providing a development opportunity (Lawler & Hall, 1970: 311), changing the job (Chadi, A., & Hetschko, C., 2014), transfer of labor force (Schneider & Snyder, 1975; Arndt, Arnold, & Landry, 2006), work continuity (Miraglia & Johns, 2016: 272-273), self-competence (Gkolia, Belias, & Koustelios, 2014), physical and mental health (Faragher, Cass, & Cooper, 2005), stress (Duygulu, Cirsaklar, Guripek, & Bagiran, 2013), motivation (Ololube, 2006), organizational climate (Schneider & Snyder, 1975) performance (Pugno & Depedri, 2010), life satisfaction (Keser, 2005), well being (Guest & Conway, 2009: 13-21), happiness, customer satisfaction (Matzler & Fuchs, 2004; Zablah, Carlson, Donovan, Maxham, & Brown, 2016), occupational well being (Yerdelen, Sungur, & Klassen, 2016), having developed social communication networks at workplace (Venkataramani, Labianca, & Grosser, 2013), Results of sales training (Pettijohn, Pettijohn & Taylor, 2009), and even national economy (Cahill, McNamara, Catsouphes, & Valcour, 2015).

Generally with the positive evaluation experienced with job satisfaction (meaning as the job satisfaction of individual is high), it was thought that there would be positive interactions with these concepts or wise verse. For example, it was stated that even when a person derives positive feelings from "having a job", it would be a reason well enough for him to show a good performance at that job, (Lawler & Hall, 1970: 312); while job insecurity, personal financial difficulties, and excess work demand would have a negative effect. (Miraglia & Johns, 2016: 272-273).

Although the studies conducted as relating with job satisfaction form a large literature, consistent results could not always be obtained (Pugno & Depedri, 2010: 175). Starting from the first pioneering studies, it is thought that job performance is related with motivation and job satisfaction (Lawler & Hall, 1970: 310). However, even the assertion that job satisfaction, as being one of the basic assumptions, would yield high performance as mentioned above, seems to be quite contradictory (Schneider & Snyder, 1975; Cropanzano, R. & Wright, 2001).

As being a fundamental concept, satisfaction (or dissatisfaction) in any area of life, is defined as being based on opportunities found by the person to satisfy his important needs regarding the related area (Kuhlen, 1963: 56). Thus, it was tried to explain job satisfaction with the satisfaction level attained as relating to repertoire of different expectations at the working environment. This level could be positioned at the edge of dissatisfaction/unhappiness or it could be positioned at the edge of high satisfaction.

Job satisfaction is the cumulative of pleasures originating from all aspects of a job (Wanous & Lawler, 1972: 95). To summarize from the classical point of view of Lawler (1973), it is the situation where the individual attains all his expectations regarding his job. It is their individual responses

being composed of their evaluations relating with the outstanding aspects of their job or the organization where they work (Schneider & Snyder, 1975: 326).

As the topic attracts attention and as the concept is based on ambiguous fundamentals like individual expectations, satisfaction, and meaning, its frame is becoming obscure. Usage of obscure and wide concepts in the definitions made within the following tens of years, has caused the theoretical frame to become ambiguous. As was pointed out by Wanous and Lawler (1972:102-103) at very early dates, many measurement tools being brought up as relating with job satisfaction, were prepared without showing enough attention as to what is being measured theoretically. In the operational definitions of many of them, the answer to what provides satisfaction of the job, is differing. The differences in opinions seen in the theory and definition, is being reflected on the publications in the field. In the wide literature, there are few number of conciliation points.

Job satisfaction is the reflection of quality of working life in wide respect. Satisfaction derived from a job is also handled as satisfaction from working life and employee satisfaction. Even though they may look the same as regards to the **contents**, in the details, they seem to be separated with small differences. While the first one of the concepts is being the subject of conceptual studies evaluating the subject mostly from academical respect, the second one is mostly used in specific applications in the market. Kanungo (1982: 341-342) has also pointed out at the mistakes lived through in conceptualization. In the studies conducted, it is seen that a specific work context and general work context, as being two different planes for the individual, were not differentiated sufficiently enough.

As working from the occupational context is handled as being compared with the work concept regulating the working role of the individual, it is a broader concept (Bansal & Verma, 2013). When it is mentioned about the satisfaction obtained from working concept, it is reached to much more than only the individual's fulfilment of his expectations from the organization where he works. As mentioned frequently, in the formation of expectations in an individual, occupational or communal environment and norms also have an important impact. With respect to working environment, especially general general situation of the sector also has an impact. For this reason, not only the context within a specific workplace but satisfaction and pleasure in working life should be investigated within the structure of related sector from the perspective of an occupational group as specifically.

Because job satisfaction is an external response relating with working conditions and it is the evaluation of particulars derived from the working environment. (Gkolia, Belias, & Koustelios, 2014: 322). It is the total evaluations of individual regarding the work, as relating with the experiences lived through in the work environment. Social statutes gained by the individual from thw work environment should also be included in this. As being an attitude factor, it is being shaped by external factors like family, religion, ethics, values, history, cultural influences, and communal cognitive frame (Çelik, 2011: 8-10).

Furthermore, "Specific requirements contained will be deemed as unimportant as long as they are not related occupationally". A person with high success motivation who thinks that he won't have a future in his job, will most probably experience frustration (Kuhlen, 1963: 56). Especially as the person has high success motivation, his job satisfaction will be negatively impacted. As future can not be provided much due to the nature of the occupation, this negative influence will be present as a whole for the people in that occupational group.

In the measurement of job satisfaction/employee satisfaction, at least one specific question should be asked for each of the components as payment, management, and working environment that bring

the satisfaction. If satisfaction is derived from these factors that could be measured by making changes for combinations of different job positions at a workplace, it is not a satisfactory tool. Job satisfaction as being the satisfaction of individuals from their task or position at a specific company, can be separated from Occupational Satisfaction meaning the satisfaction derived from the duties relating with the occupations they have chosen. For example, an individual who is not content with his job and who has a low level of job satisfaction, can have a high level of occupational satisfaction. (Harmon, 1966; 295).

Thus, it is possible to define satisfaction in working life within a broad frame specified as individual's reaching to all of the gainings aimed to obtain relating with his work. The gainings could be related with the work and the workplace and generally they could be related with the sector and the occupation. In parallel with these, it will be more convenient to evaluate it sectorwise, whether it is defined as employee satisfaction or job satisfaction. In the pioneering studies even though it is emphasized to go beyond the individual as analysis unit, (Schneider & Snyder, 1975: 318) unit was enlarged along the organizational context.

"Well being" as being a broader concept relating with the subject, has been mentioned in the last ten years. But a precise definition of the concept as having a broader psychological reference frame, could not be agreed upon yet. It is being discussed whether well being is an emotional response or whether it is a general and broad concept also including behaviour and motivation going beyond this. The studies carried out relating with the area, consider the emotional aspects from time to time and they sometimes consider broad contexts like motivation and competency. Occupational well being can be accepted as an integrating concept facilitating the accomplishments at working environment and as being practical. (Horn, Taris, Schaufeli & Schreurs, 2004: 365-366). Well being model of Ryff is composed of six dimensions. According to the model, well being of an individual is determined by factors being: positive evaluation of past life of individual himself or past lives of other people (Self-Acceptance), continuation of personal growth of the individual, his believing that his life is meaningful and being purpose targeted (Purpose in Life), having positive relations with others, having skills to manage the world surrounding his life and himself in an effective way (Environmental Mastery), and feeling for determining his faith (Autonomy) (Ryff & Keyes, 1995 : 720-727). When looked in this way, it is seen that this model of Ryff with six components, seems to be suitable to form a roof of satisfaction with regards to working life. From this point forth, it can be though that well being of the individual in working life will be also be composed of six articles:

- Accepting himself as regards to the occupation, harmonization between the task accomplished in working life and his occupation, satisfaction felt by the individual as per his evaluation relating with this situation, or in the other case the dissatisfaction felt by the individual due to the disharmony between the self-being of the individual and his occupation.
- Individual's having the feeling that he can continue with his development as regards to his occupational information or in the opposite case, his feeling that he gets blunt and he retrogresses in occupational meaning and that he is in a dead-end.
- His having positive perception of direct or indirect meaningfulness of his occupation in total (for example as having outputs that would be meaningful through the gainings derived) or in the opposite case, his having the feeling of being meaningless.

- Happiness felt due to positive perception of communication had with the people around him in working life or in the opposite case, the discomfort felt due to working conditions where continuously negative dialogues are made as per the nature of occupation.
- His feeling that he has fulfilled the requirements of occupational environment he is in or in the opposite case, his having the feeling that he is unsuccessful in managing this environment
- Happiness felt depending on the level of autonomy in which he can take decisions relating with himself as per organizational and managerial structure of the occupation or in the opposite case, his feeling of unhappiness.

On the other hand, Society for Human Resource Management (SHRM), is measuring employee satisfaction, which they evaluate in broad scope, under eight headings. These are career development, relations with management, payments, benefits, working environment, engagement with conditions, participation and attitudes. According to studies carried out in wide spectrum, it is seen that while in periods when big economical crises are lived through, number of people working in a company are reduced, and unemployment rates increase, even having a job can create happiness, whereas later on as economy develops and number of job opportunities increase, the satisfaction felt as relating with the job continues whereas its level reduces. Payments/salaries, relations with colleagues and managers, and being able to use talents at the work, are important factors having impact on motivation of employees. It is also possible to add job security to these especially at times of recession. These seem to be valid for all employees from all age groups and seniority levels. Employees are also enjoy with social awards which are not financial. As economical conditions develop, other employment opportunities are awaited (Society for Human Resource Management [SHRM], 2014: 33)

When the ranking of features with lowest level of importance with regards to job satisfaction from the point of view of employees, these features have got relatively lower score of importance being sorted as: Creation of a green environment by the organization; network; repayment for general education and trainings; importance being attached to social inclusion and variety by the organization, and organization's undertaking social responsibilities. In return, the factors providing highest level of satisfaction have been derived from headings as feeling secure in the working environment, relations with the manager to whom the person is reporting, relations with the colleagues, and the work itself. Job's giving the opportunity for the utilization of talents/skills, as being one of the features deemed to be important by the group, has been ranked only in the fifth row. (SHRM, 2014: 45).

Table 1. Differences in employee satisfaction between the generations according to SHRM

	First	Second	Third	Fourth	Fifth
Millennials	Payment/salary	Job security	Opportunity to use skills/talents, relations with primary manager	Awareness of performance of employee	Opportunity for career development
X-Generation	Job security	Payment/salary	Opportunity to use skills/talents	Relations with primary manager	Financial solidity of organization, job itself
Baby boomers	Opportunity to use skills/talents	Payment/salary	Job security	Benefits	Financial solidity of organization, job itself, relations with manager
Veterans	Payment/salary, having communication with top management	Company culture as a whole	Opportunity to use skills /talents, relations with manager, being aware of performance of employee, feeling secure at work, job trainings	Meaningfulness of job, relations with colleagues	Determination of organization for professional development, benefits, job security, job itself
Table reflects the ratio of those giving the answer of "very important". Source: SHRM, 2014: 43.					

Again in the same study, it can be seen how being satisfaction is influenced from the differences between the generations. As can be clearly seen from 1, primary factors of satisfaction are also changing as per the generations. Especially as X and baby boomers (Y) which are seen more often as actively today in working life, it is understood that among their priorities the previous generation gave more importance to job security. In return, it is seen that for Y-generation, providing of support for individual developments seems to have priority.

PHARMACEUTICAL SECTOR IN TURKEY

In Turkey, pharmaceutical sector is one of the developing sectors. According to the figures of 2012, in the pharmaceutical sector Turkey is ranking as the 6th in Europe and as the 12th in the world. Predictions are made such that Turkey will become 10th largest pharmaceutical market in the world in year 2023. (Turkish Union of Chambers and Exchange Commodities, 2008). The total sales volume in the sector has reached 15.8 billion TL in the sector. This figure became 13.2 billion TL in year 2009. In the period mentioned, on the average an annual growth rate of % 4.2 was reached. (Pharmaceutical Manufacturers Association of Turkey, 2016). In the sector, exports amounting up to 935 million USD was realized in year 2015. In the sector, nearly 31.000 people are employed. (Ministry of Economy, 2016). As all these figures are considered together, the size of the sector for Turkish Republic is revealed.

Medical representatives form one of the important chains of the sector that is not very recognized. For Turkey, their number is estimated to be over 20.000. As regards to working conditions, occupational group being arranged with "Regulation About the Promotional Activities of Human Medical Products", is working under rather tough conditions. Medical sales representatives spend

a lot of time on the roads, strive to achieve difficult quotas set, and allocate large portion of their private lives to their "work" and "occupation" at many times. Under these conditions, medical sales representatives turn into an occupational group which is open to health problems, exhaustion, extreme stress, risk, and hazards. From this perspective, due to the occupational difficulties, material/spiritual importance of the sector, and its size, in our study medical sales representatives are selected as a group of universe.

AREA RESEARCH

Tools

Job satisfaction questionnaire, which was previously developed within the satisfaction of a previous thesis study, (Orhan, 1997) has been revized. Questionnaire is composed of 22 questions. Evaluation is done by taking the average of answers. In the analysis of form realized, the reliability coefficient was found to be .96 (Cronbach Alpha). By transmitting Occupational Job Satisfaction Form in web environment, many people were reached in a broad locations.

Method

Occupational job satisfaction questionnaire formed, was applied to medical representatives working in different cities of Turkey within the months of February and March in years 2015 and 2016. By gathering date for two consequent years, it was targeted to purify the results from coincidence of data obtained at one point in time. In that respect, it is though that it can be named as mini longitudinal study even if not a complete longitudinal study.

In investigations made for job satisfaction, widely used way is to gather information from a company about employees working at different positions. But instead in this article it was tried to reach to all of the companies operating in the sector. In this way, it was desired to measure job satisfaction in an occupational group integrally. By using this way, it was aimed to achieve two important benefits. First of all, it was thought that the data obtained could form basis for unique measurements to be realized by the companies later on. Secondly, it was desired to come up with the general picture of occupational group as within the frame of qualities typical for the occupation.

Sample

As was explained before, as the sample, group of medical representatives was taken. Main reason for the selection of this group is that it can form the standards and structural regulations of the sector as relatively. Due to the strategical importance of the sector, public arrangements have been made. Importance of health sector in people's lives and the competition in the market, also caused companies to make certain arrangements among themselves. Educational level of medical representatives in general, are relatively high when compared with employees in other sectors.

Application

Data are gathered in the months of February-March in years 2015 and 2016 from internet. Call for questionnaires has been made with the mediation of MUDAD (Representative Cooperation As-

sociation) ,being the representative of medical representatives countrywise. In order to ensure sincerity of answers given for sampling, channels of the association were used and independent evaluation of companies were realized. Especially, by not obtaining very detailed demographic information, confidentiality of personal information was secured. General results relating with the sector were shared with the wide participation of company representatives and no negative feedbacks were obtained from the sector for the findings.

Data

With the call made for the questionnaire, in year 2015, 1076 data in the total as being suitable for analysis was obtained from 80 pharmaceutical companies and in the following year 1721 usable data in total was obtained from 116 pharmaceutical companies. During the collection of data, in order to ensure for the individuals to give answers in a secure way, their identity details were not taken very precisely. Demographical data were arranged in a way to provide general information.

In the first year among the participants in the study, there were % 87,3 male and % 12,7 female whereas in the following year, % 82,3 of them were male and % 17,7 of them were female (Codee 2). The table also shows that in the sector mainly men are working.

Table 2. Distribution of those participating in the questionnaire as per their gender and working period in the sector

	2015		2016	
	N	%	N	%
Gender				
Male	939	87.3	1417	82.3
Female	137	12.7	304	17.7
Total	1076	100.0	1721	100.0
Seniority				
Less than 5 years	312	29.0	392	22.8
Between 6-10 years	388	36.1	492	28.6
Between 11-15 years	257	23.9	217	12.6
Between 16-20 years	103	9.6	56	3.3
More than 21 years	16	1.5	564	32.8
Total	1076	100.0	1721	100.0

When the working periods of those participating in questionnaire in the sector are reviewed, it is seen that majority of those giving answers to the questionnaire are working in the sector for more than 5 years (For the first year: % 71; For the second year: % 77.2) Sample constitutes experience enabling answers to be given to questions about the sector.

RESULTS

Questionnaire is composed of 22 questions. Evaluation was made both as based on these 22 expressions and as based on general average of questionnaire. In the following table, with respect to each expression, the average values for the first year (2015), second year (2016) and the average values of the two years are given (Table 3).

Table 3. Descriptive values of 2015, 2016 and for the average of two years as relating to the expressions in the questionnaire

	2015				2016				Average of 2 years	
	N	Mean	SD	Rank	N	Mean	SD	Rank	Mean	Rank
13. My company complies with ethical values as hundred percent.	1076	4.15	1.19	1	1721	3.88	1.30	1	4.01	1
17. I am satisfied with the transportation and accommo-dation means that my company prefers for the meetings.	1076	3.99	1.22	2	1721	3.73	1.28	3	3.86	2
6. I am satisfied with the flexibility shown by my company as regards to usage of fuels for vehicles.	1076	3.97	1.33	4	1721	3.74	1.34	2	3.85	3
10. Communication tools which my company has provided me, enable me to realize my work in the best way.	1076	3.83	1.25	6	1721	3.64	1.27	4	3.73	4
19. My company provides a peaceful working environment.	1076	3.98	1.20	3	1721	3.34	1.27	10	3.66	5
7. I recommend my company as being a good place to work at.	1076	3.87	1.22	5	1721	3.43	1.26	8	3.65	6
22. My company has provided its employees with all the support during the process of UTT exam.	1076	3.61	1.60	9	1721	3.62	1.44	5	3.62	7
18. Periodic meeting quality of my company is at outmost level.	1076	3.74	1.30	8	1721	3.43	1.33	7	3.58	8
5. I am satisfied with the vehicle which my company has allocated me.	1076	3.78	1.33	7	1721	3.38	1.37	9	3.58	9
16. In case of a crisis, my company thinks of firing employees as the last option.	1076	3.59	1.40	10	1721	3.31	1.37	11	3.45	10
8. My company gives importance to medical and personal development trainings.	1076	3.28	1.38	20	1721	3.51	1.33	6	3.39	11
3. Corporateness of my company is at outmost level.	1076	3.53	1.38	11	1721	3.22	1.36	13	3.37	12
11. I am satisfied with the reporting system of my company.	1076	3.49	1.33	13	1721	3.24	1.30	12	3.37	13
21. My company does not tolerate mobbing in the working environment.	1076	3.48	1.39	14	1721	3.22	1.38	14	3.35	14
20. The attitudes shown by my company in cases of obligatory cases of dismissal (closing the group, removing drugs from repayment, shrinking) are in favor of the employees.	1076	3.43	1.39	18	1721	3.17	1.35	15	3.30	15
15. My company gives importance to the ideas of employees.	1076	3.46	1.37	16	1721	3.12	1.38	16	3.29	16
4. Management levels of my company are determined as per merit.	1076	3.46	1.30	15	1721	3.11	1.27	17	3.29	17
14. My company shows that it values its employees at every occasion.	1076	3.41	1.39	19	1721	3.10	1.39	18	3.26	18
1. I am satisfied with the financial opportunities provided by my company. (Salary, premium, ticket, dressing cheque)	1076	3.45	1.24	17	1721	3.05	1.22	19	3.25	19
9. Opportunities to get promoted in my company are giving hope.	1076	3.52	1.37	12	1721	2.91	1.36	22	3.21	20
12. I think that my company is good at awarding its employees.	1076	3.20	1.39	21	1721	2.93	1.38	21	3.07	21
2. I think that private health insurance provided by my company to its employees, and its satisfaction is sufficient.	1076	3.19	1.58	22	1721	2.94	1.50	20	3.07	22
Average score of satisfaction	1076	3.60	1.04		1721	3.32	1.03		3.47	

According to Table 3, it is understood that the most serious problem areas in the sector are not having private health insurance in the sector, insufficiency of awarding, and not having opportunities to get promoted. It is attention grabbing to see that medical representatives believe they don't have quality health service even though they are an important element of the health sector (at least that they are worried they won't have it). It is situated at the point where lowest level of satisfaction is felt (c: 3.07). It is striking to see the fall between the two years and in a way it supports the statements that the conditions in the sector are getting harder day by day. Another striking problem area in the sector is that awardings are seen to be insufficient (c: 3.07) and the material opportunities provided are insufficient (c: 3.25). Generally in public opinion the common idea is that average income in the sector is high and that awards based on performance level are dense. Despite this, as being the outcome of study it is seen that awardings, in the way they are perceived, do not provide sufficient level of satisfaction. In another study conducted with the sales representatives of pharmaceutical companies in six cities of Turkey, it was emphasized that good salary and high living standards were provided to young and well educated professionals and that it was expected from them to make progress through the quota system. While successful outcomes are awarded with payments of bonuses, in case of unsuccess even losing of the job could be considered. For this reason, representatives strive to accomplish real difficult tasks with the worry they feel to achieve good results. As one representative has stated: "If all the doors are closed for you, you try to get in through the chimney and if the chimney is closed, you break down the wall." (Civaner, 2012: 228). This last finding is in parallel with our other finding in the sector that it is widely perceived that opportunities to get promoted are limited in the sector.

It is understood that there is relatively less satisfaction from the opportunities for getting promoted in the sector (c= 3.21). Providing of opportunities to make progress in career is generally an important decision parameter for each employee. Especially in the pharmaceutical sector for the occupation of medical representatives, this situation comes to the forefront. Not having awareness about career plans, unjust resource distribution, sales roles given to them, their not being able to reflect their capacities, quotas required to be reached, and job insecurity are factors influencing satisfaction derived by the representatives from the occupation in a negative way (Duygulu, Ciraklar, Guripek, & Bagiran, 2013: 1366).

Not feeling the value attached to the employees by the workplace sufficiently is another problem area as regards to the job satisfaction of those in the sector (c= 3.26). In a research they conducted in pharmaceutical sector in Bangladesh, Parvin and Kabir (2011), have found out that relations with colleagues and managers in one of the most important factors of satisfaction. Especially being valued in the working environment and the social support perceived are important. Finding the opportunity to develop oneself and perceiving the social support, are especially important to cope with burnout syndrome especially at times when workload is dense. (Janssen, De Jonge, & Bakker, 1999).

In the sector, the importance of ethical values in the company attitudes and the level at which this is perceived by the employees, is revealed as related expression is associated with the highest average value (c= 4.01). In recent years discussions and studies were made as relating with ethical values and especially relating with giving/receiving big or small scale presents in the health sector. In the sector importance of mechanisms that are principal which could have an impact on the applications, were emphasized (Katz, Caplan, & Merz, 2003). Obligation to work with the ethical sensitivity, is pointed out as one of the most important problems in the sector (Dorana, Kerridge, McNeillc, &

Henry, 2006: 1511) For these reasons, it is seen that sensitivity for ethical values in national and international level, is seen to form a broad principal integrity.

In the sector, satisfaction from the transportation, accommodation during business trips, and communications opportunities provided is at outmost level. Companies' providing a peaceful working environment is also seen as a standard increasing the satisfaction on sectoral basis.

The findings are parallel with the results of a study conducted by Enhan and Gok (2011: 169) in the banking sector. In this study, sufficiency of tools and equipment is a point of high satisfaction and insufficiency of salaries is a point of low satisfaction.

As the studies realized by SHRM for the last 3 years (2014:4, 2015:8 2016:6) are reviewed, it is understood that the financial opportunities provided, job security, and the benefits provided are found to be the most important factors. In the last two years, importance of respectful behavior demonstrated by people at all levels to each other, has risen to the upper rows.

As all of the information is evaluated together it is seen that, opportunities provided in the sector for enabling the medical representatives to execute their jobs, has a quality to give rise to a satisfaction that is above the average level. However, the influential power of these factors on the job satisfaction of individuals is low.

It is seen that occupational satisfaction as regards to job security and payments and other opportunities provided, which were emphasized in the studies conducted by SHRM (2014, 2015, 2016) to have outmost level of importance, was low. It is understood that in the sector these headings which would increase employee satisfaction are open for being developed.

It is anticipated that this situation arises due to the strong competition among the companies in the sector. Occupation of medical representation where there is also competition among employees, necessitates an active working style with intensive tempo. In the course of this study it is seen that companies realizing all kinds of supporting activities in order to improve the effectiveness of operations, seem to be making less investment for psychological satisfaction of individuals. Especially worrying about negative evaluations regarding performance and the pressures, possibly cause the stress to increase and has a negative impact on self-confidence and self-respect. In a study conducted in Jordan as relating with sales representatives in pharmaceuticals sector, (Al- Rabayah, Al-Dmour, & El-Samen, 2011) it is shown that there is a relation between job satisfaction and self-perceiving of performance.

From Table 3 it is seen that on sectoral level the average general satisfaction level (3.47) is high. However, as per the data of year 2015 (3.60), a relative decrease is seen in year 2016 (3.32) (Figure 1).

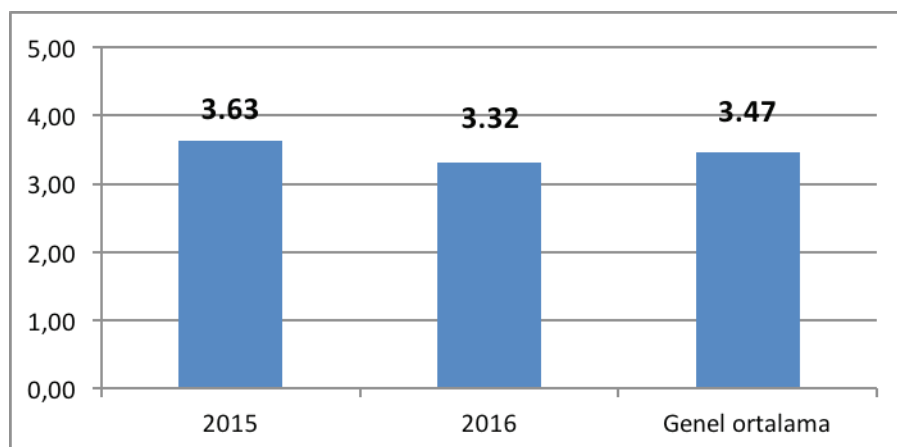


Figure 1. General satisfaction level of the sample

By using the average scores and standard deviations for the two years, lower, medium and upper levels of satisfaction were determined. As per the average of two years, satisfaction derived from the applications in the sector are generally divided into three levels: low, medium and high levels of satisfaction. According to these levels, distribution in years 2015 and 2016 are given in Figure 2. As can be seen from the graphic, while the ratio of those having high level of satisfaction decreased with respect to the previous year, in year 2016 the ratio of those with low or medium level of satisfaction increased.

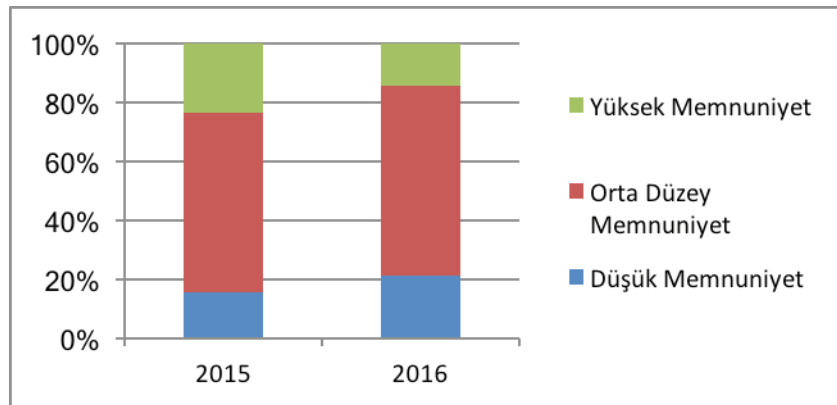


Figure 2. Distribution of low, medium and high level of satisfaction as per the average of two years

Table 4. Analysis of Occupational Job Satisfaction for year 2015 as per gender by using Mann Whitney U Test

Group	N	Mean Rank	Sum of Rank	z	U	p
Men	939	536.03	503333.50	-.682	62003.500	.495
Women	137	555.42	76092.50			

Table 5. Analysis of Occupational Job Satisfaction for year 2016 as per gender by using Mann Whitney U Test

Group	N	Mean Rank	Sum of Rank	z	U	p
Men	1417	860.77	1219713.5	-.041	215060.500	.967
Women	304	862.06	262067.50			

Since the conditions for parametric tests could not be obtained as a result of analysis made, it was decided to use non-parametric analysis methods. As per the results of Mann-Whitney *U* test realized, there is no meaningful difference between the general scores of men and women as regards to occupational job satisfaction for years 2015 and 2016. (For 2015: $U = 62003.50$ $p = .495$, $z = -.682$, $r = -.021$); For 2016: $U = 215060.50$ $p = .967$, $z = -.041$, $r = -.001$). This outcome is also consistent with the results of a study conducted in the same sector by Bansal and Verma (2013). Besides, in the analysis of two years as based on expressions, no expression has differentiated as per gender.

Table 6. Averages of occupational job satisfaction for 2 years as per seniority

Seniority Group	2015	2016
LESS THAN 5 YEARS (K1)	3.53	3.22
BETWEEN 6-10 YEARS (K2)	3.55	3.28
BETWEEN 11-15 YEARS (K3)	3.65	3.36
BETWEEN 16-20 YEARS (K4)	3.89	3.44
MORE THAN 21 YEARS (K5)	4.14	3.57

As can be seen, as seniority increases, the increase in the scores of occupational job satisfaction for the average of two years is attracting attention (Table 6). On the other hand, in year 2016 a fall is seen for employees at each seniority level as compared with the previous year.

From this point forth, it is investigated that occupational job satisfaction did not differentiate as the working period and seniority in the occupation improved (Table 7).

Table 7. Kruskal Wallis Analysis of Data of Occupational Job Satisfaction for year 2015 with regards to Seniority Levels

Seniority Group	N	Mean Rank	SD.	χ^2	p
LESS THAN 5 YEARS (K1)	312	518.54	4	14.529	.006
BETWEEN 6-10 YEARS (K2)	388	519.26			
BETWEEN 11-15 YEARS (K3)	257	549.33			
BETWEEN 16-20 YEARS (K4)	103	618.53			
MORE THAN 21 YEARS (K5)	16	705.16			

As per the results of Kruskal Wallis test, a meaningful differentiation was found between the seniority in working life and occupational satisfaction level for both year 2015 and year 2016. (For year 2015 : $H = 14.52$, $SD=4$, $p=.006$; For year 2016: $H = 10.60$, $SD=4$, $p=.031$).

Table 8. Kruskal Wallis Analysis of Data of Occupational Job Satisfaction for year 2016 with regards to Seniority Levels

Seniority Group	N	Mean Rank	SD.	χ^2	p
LESS THAN 5 YEARS (K1)	392	815.80	4	10.609	.031
BETWEEN 6-10 YEARS (K2)	564	841.96			
BETWEEN 11-15 YEARS (K3)	492	880.92			
BETWEEN 16-20 YEARS (K4)	217	917.65			
MORE THAN 21 YEARS (K5)	56	974.60			

It is understood that seniority differentiated as regards to occupational job satisfaction. In order to find out from which group or groups the difference originated from, Mann Whitney U tests were realized. By applying Bonferroni correction, for all influences, the meaningfulness level for effect coefficient was accepted to be 0.0167.

Table 9. Mann Whitney U test results for Differences in occupational job satisfaction in seniority groups for years 2015 and 2016

Seniority Group	K1		K2		K3		K4		K5	
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
LESS THAN 5 YEARS (K1)							-2.80**	-2.33*	-2.25*	-2.16*
BETWEEN 6-10 YEARS (K2)							-2.90**		-2.35*	-1.96*
BETWEEN 11-15 YEARS (K3)									-1.99*	
BETWEEN 16-20 YEARS (K4)										
MORE THAN 21 YEARS (K5)										

* meaningful at the level of .05

** meaningful at the level of .01

According to the outcome of this analysis, as per the results of both year 2015 and year 2016, occupational job satisfaction of group with seniority of more than 21 years is meaningfully higher than those with seniority less than 5 years (*For year 2015 : $U=1661.50$, $r=.125$; For year 2016 : $U=9013.50$, $r=.102$*), and those with seniority between 6 – 10 years (*For year 2015 : $U=2024.50$, $r=.117$; For year 2016 : $U=13286.50$, $r=.079$*) Similarly, group with seniority of 16 – 20 years has higher level of occupational job satisfaction when compared with the group of seniority less than 5 years (*For year 2015 : $U=13106.00$, $r=.138$; For year 2016 : $U=37670.50$, $r=.095$*). Other than these, as per the data of year 2015, meaningful differentiations were found between groups with seniority of 6 – 10 years, between 16 – 20 years ($U=1626.00$, $r=.131$), between 11-15 years and with those having seniority of more than 20 years ($U=1446.00$, $r=.121$).

After the differentiation among groups with general average scores, differentiations as based on each expression were reviewed. According to these, in year 2015, differentiation was seen in 1th, 2nd, 3rd, 4th, 7th, 8th, 9th, 10th, 12th, 13th, 14th, 16th, 20th, 21th, and 22nd expressions. Differentiations were generally seen between groups with high seniority and groups with low seniority (Table 10).

Table 10. Mann Whitney U Analysis of Differentiation as per Seniority Groups for Occupational Work Scores in year 2015 as regards to each expression

	Seniority Group	N	Mean Rank	SD.	χ^2	p	K1	K2	K3	K4	K5
1.I am satisfied with the financial opportunities provided by my company. (Salary, premium, ticket, dressing cheque)	LESS THAN 5 YEARS (K1)	312	515.92	4	16.40	0.003				-3.56**	
	BETWEEN 6-10 YEARS (K2)	388	519.63							-3.59**	
	BETWEEN 11-15 YEARS (K3)	257	548.63							-2.61**	
	BETWEEN 16-20 YEARS (K4)	103	639.41								
	MORE THAN 21 YEARS (K5)	16	624.00								
	TOTAL	1076									
2.I think that private health insurance provided by my company to its employees, and its satisfaction is sufficient.	LESS THAN 5 YEARS (K1)	312	478.21	4	23.40	0.000		-2.88**	-3.52**	-3.75**	-2.24*
	BETWEEN 6-10 YEARS (K2)	388	544.18							-2.20*	
	BETWEEN 11-15 YEARS (K3)	257	566.22								
	BETWEEN 16-20 YEARS (K4)	103	611.48								
	MORE THAN 21 YEARS (K5)	16	661.28								
	TOTAL	1076									
3.Corporateness of my company is at outmost level.	LESS THAN 5 YEARS (K1)	312	522.09	4	14.71	0.005				-2.58**	-2.58**
	BETWEEN 6-10 YEARS (K2)	388	516.75							-2.71**	-2.57**
	BETWEEN 11-15 YEARS (K3)	257	552.30								-2.12*
	BETWEEN 16-20 YEARS (K4)	103	607.58								
	MORE THAN 21 YEARS (K5)	16	719.72								
	TOTAL	1076									
4.Management levels of my company are determined as per merit.	LESS THAN 5 YEARS (K1)	312	545.71	4	10.06	0.039				-2.00*	
	BETWEEN 6-10 YEARS (K2)	388	522.82							-2.78*	
	BETWEEN 11-15 YEARS (K3)	257	517.95							-2.71**	
	BETWEEN 16-20 YEARS (K4)	103	615.24								
	MORE THAN 21 YEARS (K5)	16	614.09								
	TOTAL	1076									
7.I recommend my company as being a good place to work at.	LESS THAN 5 YEARS (K1)	312	523.16	4	11.14	0.018					-2.92**
	BETWEEN 6-10 YEARS (K2)	388	528.61								-2.93**
	BETWEEN 11-15 YEARS (K3)	257	544.24								-2.76**
	BETWEEN 16-20 YEARS (K4)	103	574.99								-2.36**
	MORE THAN 21 YEARS (K5)	16	750.31								
	TOTAL	1076									

	Seniority Group	N	Mean Rank	SD.	χ^2	p	K1	K2	K3	K4	K5
8.My company gives importance to medical and personal development trainings.	LESS THAN 5 YEARS (K1)	312	589.84	4	13.65	0.005		-3.49**			
	BETWEEN 6-10 YEARS (K2)	388	508.07								
	BETWEEN 11-15 YEARS (K3)	257	521.44								
	BETWEEN 16-20 YEARS (K4)	103	541.02								
	MORE THAN 21 YEARS (K5)	16	532.91								
	TOTAL	1076									
9.Opportunities to get promoted in my company are giving hope.	LESS THAN 5 YEARS (K1)	312	556.91	4	11.90	0.006		-2.19*			
	BETWEEN 6-10 YEARS (K2)	388	505.34							-2.05*	-2.46*
	BETWEEN 11-15 YEARS (K3)	257	542.49								-2.14*
	BETWEEN 16-20 YEARS (K4)	103	572.32								
	MORE THAN 21 YEARS (K5)	16	702.03								
	TOTAL	1076									
10.Communication tools which my company has provided me, enable me to realize my work in the best way.	LESS THAN 5 YEARS (K1)	312	515.02	4	15.05	0.002				-2.56**	-2.67**
	BETWEEN 6-10 YEARS (K2)	388	522.40							-2.47*	-2.67**
	BETWEEN 11-15 YEARS (K3)	257	553.92								-2.33*
	BETWEEN 16-20 YEARS (K4)	103	602.60								
	MORE THAN 21 YEARS (K5)	16	726.59								
	TOTAL	1076									
12.I think that my company is good at awarding its employees.	LESS THAN 5 YEARS (K1)	312	530.92	4	14.49	0.058				-2.52*	
	BETWEEN 6-10 YEARS (K2)	388	507.22						-2.03*	-3.38*	
	BETWEEN 11-15 YEARS (K3)	257	555.64								
	BETWEEN 16-20 YEARS (K4)	103	620.52								
	MORE THAN 21 YEARS (K5)	16	641.50								
	TOTAL	1076									
13.My company complies with ethical values as hundred percent.	LESS THAN 5 YEARS (K1)	312	496.08	4	17.06	0.001			-2.57**	-3.24**	-2.29*
	BETWEEN 6-10 YEARS (K2)	388	538.07							-2.07*	
	BETWEEN 11-15 YEARS (K3)	257	557.08								
	BETWEEN 16-20 YEARS (K4)	103	601.70								
	MORE THAN 21 YEARS (K5)	16	670.66								
	TOTAL	1076									

	Seniority Group	N	Mean Rank	SD.	χ^2	p	K1	K2	K3	K4	K5
14. My company shows that it values its employees at every occasion.	LESS THAN 5 YEARS (K1)	312	539.90	4	9.81	0.003					
	BETWEEN 6-10 YEARS (K2)	388	519.49							-2.58**	
	BETWEEN 11-15 YEARS (K3)	257	530.34							-2.20*	
	BETWEEN 16-20 YEARS (K4)	103	606.09								
	MORE THAN 21 YEARS (K5)	16	668.19								
	TOTAL	1076									
16. In case of a crisis, my company thinks of firing employees as the last option.	LESS THAN 5 YEARS (K1)	312	518.71	4	19.70	0.000				-3.73**	-2.00*
	BETWEEN 6-10 YEARS (K2)	388	521.03							-3.89**	-2.06*
	BETWEEN 11-15 YEARS (K3)	257	536.57							-3.16**	
	BETWEEN 16-20 YEARS (K4)	103	647.72								
	MORE THAN 21 YEARS (K5)	16	675.84								
	TOTAL	1076									
20. The attitudes shown by my company in cases of obligatory cases of dismissal (closing the group, removing drugs from repayment, shrinking) are in favor of the employees.	LESS THAN 5 YEARS (K1)	312	512.26	4	16.06	0.003				-2.98**	-2.67**
	BETWEEN 6-10 YEARS (K2)	388	524.43							-2.70**	-2.56**
	BETWEEN 11-15 YEARS (K3)	257	549.61								-2.26*
	BETWEEN 16-20 YEARS (K4)	103	614.41								
	MORE THAN 21 YEARS (K5)	16	724.22								
	TOTAL	1076									
21. My company does not tolerate mobbing in the working environment.	LESS THAN 5 YEARS (K1)	312	522.00	4	10.69	0.030				-2.79**	
	BETWEEN 6-10 YEARS (K2)	388	527.65							-2.82**	
	BETWEEN 11-15 YEARS (K3)	257	536.04							-2.49*	
	BETWEEN 16-20 YEARS (K4)	103	621.06								
	MORE THAN 21 YEARS (K5)	16	631.59								
	TOTAL	1076									
22. My company has provided its employees with all the support during the process of UTT exam.	LESS THAN 5 YEARS (K1)	312	467.89	4	31.36	0.000		-4.05**	-3.79**	-3.70**	-3.14**
	BETWEEN 6-10 YEARS (K2)	388	557.26								-2.26*
	BETWEEN 11-15 YEARS (K3)	257	563.42								-2.10*
	BETWEEN 16-20 YEARS (K4)	103	591.80								
	MORE THAN 21 YEARS (K5)	16	717.09								
	TOTAL	1076									

* meaningful at the level of .05

** meaningful at the level of .01

In the analysis realized with respect to seniority as based on data for year 2015, it was seen that there were meaningful differentiations in the 2nd, 3rd, 10th, 11th, 13th, 17th, 18th, and 22nd expressions (Table 11).

Table 11. Mann Whitney U Analysis of Differentiation as per Seniority Groups for Occupational Work Scores in year 2016 as regards to each expression

	Seniority Group	N	Mean Rank	SD.	χ^2	p	K1	K2	K3	K4	K5
2.I think that private health insurance provided by my company to its employees, and its satisfaction is sufficient.	LESS THAN 5 YEARS (K1)	392	805.88	4	13.396	.009			-2.91**	-2.57**	
	BETWEEN 6-10 YEARS (K2)	564	852.10								
	BETWEEN 11-15 YEARS (K3)	492	901.98								
	BETWEEN 16-20 YEARS (K4)	217	914.52								
	MORE THAN 21 YEARS (K5)	56	769.06								-1.98*
	TOTAL	1721									
3.Corporateness of my company is at outmost level.	LESS THAN 5 YEARS (K1)	392	817.36	4	10.763	.029			-2.19*	-2.42*	
	BETWEEN 6-10 YEARS (K2)	564	836.63							-2.09*	
	BETWEEN 11-15 YEARS (K3)	492	889.51								
	BETWEEN 16-20 YEARS (K4)	217	918.12								
	MORE THAN 21 YEARS (K5)	56	940.13								
	TOTAL	1721									
10.Communication tools which my company has provided me, enable me to realize my work in the best way.	LESS THAN 5 YEARS (K1)	392	809.59	4	20.775	.000			-2.46*	-2.64**	-3.51**
	BETWEEN 6-10 YEARS (K2)	564	830.89						-1.98*	-2.25*	-3.29**
	BETWEEN 11-15 YEARS (K3)	492	889.27								-2.60**
	BETWEEN 16-20 YEARS (K4)	217	917.26								-2.08*
	MORE THAN 21 YEARS (K5)	56	1057.75								
	TOTAL	1721									
11.I am satisfied with the reporting system of my company.	LESS THAN 5 YEARS (K1)	392	867.84	4	11.890	.018					-2.58**
	BETWEEN 6-10 YEARS (K2)	564	829.20								-3.25**
	BETWEEN 11-15 YEARS (K3)	492	856.74								-2.81**
	BETWEEN 16-20 YEARS (K4)	217	892.35								-2.16**
	MORE THAN 21 YEARS (K5)	56	1049.32								
	TOTAL	1721									

	Seniority Group	N	Mean Rank	SD.	χ^2	p	K1	K2	K3	K4	K5
13. My company complies with ethical values as hundred percent.	LESS THAN 5 YEARS (K1)	392	756.99	4	41.588	.000		-2.55*	-4.95**	-4.66**	-4.07**
	BETWEEN 6-10 YEARS (K2)	564	837.65						-2.63**	-2.78**	-3.02**
	BETWEEN 11-15 YEARS (K3)	492	914.77								
	BETWEEN 16-20 YEARS (K4)	217	941.92								
	MORE THAN 21 YEARS (K5)	56	1038.28								
	TOTAL	1721									
17. I am satisfied with the transportation and accommodation means that my company prefers for the meetings.	LESS THAN 5 YEARS (K1)	392	799.33	4	15.765	.003			-2.26*	-3.13**	-2.89**
	BETWEEN 6-10 YEARS (K2)	564	854.80								-2.14*
	BETWEEN 11-15 YEARS (K3)	492	872.19								
	BETWEEN 16-20 YEARS (K4)	217	927.56								
	MORE THAN 21 YEARS (K5)	56	998.84								
	TOTAL	1721									
18. Periodic meeting quality of my company is at outmost level.	LESS THAN 5 YEARS (K1)	392	828.20	4	13.966	.007				-2.44*	-2.84**
	BETWEEN 6-10 YEARS (K2)	564	845.25							-2.19*	-2.74**
	BETWEEN 11-15 YEARS (K3)	492	855.03							-1.97*	-2.69**
	BETWEEN 16-20 YEARS (K4)	217	930.53								
	MORE THAN 21 YEARS (K5)	56	1032.19								
	TOTAL	1721									
22. My company has provided its employees with all the support during the process of UTT exam.	LESS THAN 5 YEARS (K1)	392	736.43	4	39.995	.000		-4.09**	-5.70**	-4.06**	-3.70**
	BETWEEN 6-10 YEARS (K2)	564	868.66								
	BETWEEN 11-15 YEARS (K3)	492	918.40								
	BETWEEN 16-20 YEARS (K4)	217	901.83								
	MORE THAN 21 YEARS (K5)	56	993.23								
	TOTAL	1721									

* meaningful at the level of .05

** meaningful at the level of .01

When the groups were consistent differentiation was seen as per data of two years, in 2nd (“I think that private health insurance provided by my company to its employees and its satisfaction is sufficient.”), 3rd (“I think that private health insurance provided by my company to its employees and its satisfaction is sufficient.”), 10th (“I think that private health insurance provided by my company to its employees and its satisfaction is sufficient.”), 13th (“My company has given all kinds of support to its employees during the UTT exam period.”) and 22nd (“My company has given all kinds of support to its employees during the UTT exam period.”) expressions, average scores of seniority levels have differentiated.

Finally, whether there is any difference in job satisfaction of companies was tested with Kruskal Wallis analysis. As was mentioned above, different number of individuals from companies have participated in the study in years 2015 and 2016. In order to obtain healthy statistical data, companies were included in this comparison, at least 30 members of which have participated in the study.

Table 12. Kruskal Wallis Analysis of data for Occupational Job Satisfaction for year 2015 as regards to the companies

FIRMS	N	Mean Rank	SD.	χ^2	P
Firm 1	54	200.56	7	86.468	.000
Firm 2	40	185.66			
Firm 3	118	230.81			
Firm 4	30	259.53			
Firm 5	30	90.38			
Firm 6	40	245.26			
Firm 7	46	142.36			
Firm 8	30	103.90			
Total	388				

As per Kruskal Wallis analysis made (Table 13), with regards to employee satisfaction, a meaningful differentiation was found between the companies for both year 2015 ($H = 86.468$, $SD=7$, $p=.000$) and year 2016 ($H = 260.66$, $SD=4$, $p=.031$).

Table 13. Kruskal Wallis Analysis of data for Occupational Job Satisfaction for year 2016 as regards to the companies

FIRMS	N	Mean Rank	SD.	χ^2	P
Firm 1	40	391.03	15	260.66	.000
Firm 2	87	400.26			
Firm 3	46	623.02			
Firm 4	121	422.19			
Firm 5	110	642.76			
Firm 6	34	426.01			
Firm 7	30	144.38			
Firm 8	43	515.47			
Firm 9	55	210.95			
Firm 10	51	377.19			
Firm 11	50	351.13			
Firm 12	35	671.11			
Firm 13	37	594.65			
Firm 14	50	379.05			
Firm 15	45	277.97			
Firm 16	58	535.14			
Total	892				

CONCLUSION

Feelings of employees for their workplace, working life, work itself and as relating with their work, is accepted as one of the fundamental topics of work and organizational psychology literature being most frequently investigated. Different concepts are being created with these studies as being based on point of focus. In some cases, meanings which are very close to each other, are being labelled as different concepts within unspecific limits. In some other cases, the limits for small or big differences can be determined and the limitations of meaning for the concepts are being clarified. Even though there are very successful efforts and trials, net differentiation of concepts like "job satisfaction", "employee satisfaction", "occupational satisfaction" could not be agreed upon in the area.

In our study, it was considered that emotional responses of occupational group working in an area, as regards to common conditions like occupational work environment, organizational structure, and communal status would also be similar. Density of communication making the communal and organizational cultures similar in our time and the tendency for international standardization can be accepted as basic impact of this "getting similar". Especially, transnational institutions and organizations, market conditions, legal norms, intellectual efforts are influencing and shaping this impact. In this regard in our article, the concept of occupational job satisfaction has been used. In this way, a base was created for making comparisons between the companies. By drawing the picture of average situation of occupational group, reference points were specified for unique evaluations of the companies.

Since occupational job satisfaction could not be evaluated only under the unique conditions of a company, all of an occupational group was taken as universe. As occupational group, the limitation was made by including the medical representatives. Group of medical representatives is in direct and continuous contact with a special group like health personnel in our community. Zablah, Carlson, Donovan, Maxham, and Brown, (2016) have shown that job satisfaction of personnel being face to face with customers at the companies, is linked with customer satisfaction. In that respect, satisfaction of medical representatives would create satisfaction in the group of health personnel to whom they provide service and in the community getting the health services.

In the study, by considering data for two years for this occupational group, it was tried to gather data for long term. In the continuing studies it is believed that both changes in the development of occupational job satisfaction could be monitored and that healthier and comparable data could be obtained in the long term.

During the collection of data, with the concern that the identities could be determined and to be able to avoid deviation of correctness of answers, detailed demographical information could not be gathered. In the following studies, by gathering other demographical data it will be enabled for more detailed analysis to be realized. Both the fact that the years when follow up study was made were 2 years and that demographical data could not be gathered in detail due to the concern for giving confidence, appeared to be the limitations of the study at the same time.

Data revealed that impact of working conditions on occupational job satisfaction of both female and male medical representatives was similar. As gender does not create a difference, it is seen that working conditions contains standards. As per the nature of sector dense standardization tendency and evaluation as based on performance, avoids differentiation in the system as per gender types.

An important outcome obtained from the study demographically is the change lived through as level of seniority increases. In time as seniority increases, job satisfaction is improved. This outcome

is inconsistent with the information that starting a new job would create a high level of satisfaction on the average at the beginning and that in time the satisfaction derived from the new job would reduce (Chadi and Hetschko, 2014). But in growing industries the employees have more autonomous jobs in time and they get the opportunity to develop and get more managerial support. As a result of this mechanism, employees working in developing industries experience higher level of satisfaction when compared with industries experiencing falls (Ford and Wooldridge, 2012). In the pharmaceutical sector as being a fast growing sector in Turkey, even though the start-up conditions are tough, the gainings of those remaining in the sector keep on increasing. Thus, group with seniority improve their conditions and are able to work in a more autonomous way by getting managerial support. Besides, due to tough appraisal rules as based on performance, tendencies of those remaining to stay, after those leaving or having to leave their occupational work, would probably be higher. Together with their tendencies to stay, their satisfaction from their occupational gains would also probably improve.

These results show that those experienced in the occupation would live through a higher level of satisfaction when compared with those newly starting with the occupation. But this finding is in contradictory with job advertisements looking for medical representatives who are young and inexperienced (probably as having the concern for costs). While the age limits stated on the advertisements is like a call to young personnel, it is waived from the probable high level of satisfaction of personnel having seniority.

From the point of view of employees in occupational group, the most important problem area is seen to be the deficiency in implementing private health insurance. The fact that this expression is at the lowest level for a group in the health sector, is thought to be originating from the group's working in an insecure environment.

Low level of satisfaction in the awarding system of occupational group, brings two reasons to the minds. First one of these is that companies in pharmaceutical sector where there is intense competition, always demand high level of performance. This demand for high level of performance could give rise to tiredness and pressures. Furthermore, it can also be stated that evaluations made by companies as based on individual performances do not make up a measurement system which is sufficiently good.

Another important problem of occupation of medical representation is that opportunities for getting promoted are limited. When a few expressions are considered together, it is seen that individuals could not find many opportunities for their personal development apart from their work and that their demand and expectations for making progress could not be sufficiently met. It is especially seen that when compared with Y-generation, X-generation gives more importance to personal development as regards to job satisfaction. Developing and demonstrating skills is seen to be the factor having most serious impact on job satisfaction in this group. For previous generation having job security seems to be the effective factor. It is possible to anticipate that Z group, which will have a more active role in business life in the coming years, will expect to have more autonomy and good relations with the management.

Due to the sensitivity beared by the sector, they are made subject to very tight regulations. In the health sector all around the world receiving/giving big or small presents are being discussed. (about their not being or the level at which they could be). Ethical rules limiting behavioral repertoire of medical representatives who are expected to take their place within the relationship of patient and doctor, also determine working standards to a significant extent at the same time. As a reflection

of this the expression which was most strongly emphasized was the existence of ethical values. It is observed that institutions have sensitivity in that regard, that the topic is underlined frequently, and that companies are followed up and evaluated by their employees and partners in the sector.

It was understood that in general employees were satisfaction with regards to logistics support they need to be able to accomplish their works and that standards for the occupational group were set high as relating with them. On the other hand, expectations of medical representatives other than working conditions and support they need to accomplish their works, could not be fulfilled. Whereas, many studies realized and common sense prove to us that these are among the headings that have greatest impact on employee satisfaction.

In the light of all these informations, it is required for developing the approaches considering the needs and expectations of a group like this as having a great importance for the community life, both by the companies in the sector, civil society organizations as being the representatives of this occupational group and also by the public policy makers.

Accordingly, it should be emphasized that our study is a call with respect to three subject matters. Firstly, this study is like call for more and detailed studies to be realized as relating with group of medical representatives. Secondly, it is a call for measuring the job satisfaction of a specific occupational group for measurements on company basis. And finally, this study bears the purpose of making a call for mini-longitudinal studies to be conducted in cases when long term studies can not be made or at the starting stage.

REFERENCES

- Al- Rabayah, A., Al-Dmour, H. H., & El-Samen, A. A. (2011). Jordan Journal of Business Administration. The Influence of Medical Sales Representatives' Work Engagement on Job Satisfaction and Self- Perceived Performance at The Jordanian Pharmaceutical Industry A Structural Equation Modeling Perspective, Volume 7, No. 4, 681-698.
- Arndt, A., Arnold, T. J., & Landry, T. D. (2006). The effects of polychronic-orientation upon retail employee satisfaction and turnover. *Journal of Retailing*, 82, (4), 319–330.
- Bansal, A. K., & Verma, L. R. (2013). A study on Job Satisfaction of Managers working in Pharmaceutical Industry in Himachal Pradesh. *Asian Journal of Advanced Basic Science*, 1(1), 93-104.
- Brief, A. P., & Weiss, H. H. (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, 53, 279–307. doi:10.1146/annurev.psych.53.100901.135156.
- Cahill, K. E., McNamara, T. K., Catsoupes, M. P., & Valcour, M. (2015). Linking shifts in the national economy with changes in jobsatisfaction, employee engagement and work–life balance. *Journal of Behavioral and Experimental Economics*, (56), 40–54.
- Chadi, A., & Hetschko, C. (2014). *The magic of the new: how job changes affect job satisfaction*. Trier: Institut für Arbeitsrecht und Arbeitsbeziehungen, IAAEU Discussion Papers, 201405.
- Civaner, M. (2012). Sale strategies of pharmaceutical companies in a “pharmerging” country: The problems will not improve if the gaps remain. *Health Policy*, 106, 225– 232.
- Cropanzan, R., & Wright, T. A. (2001). When a “Happy” Worker Is Really a “Productive” Worker A Review and Further Refinement of the Happy-Productive Worker Thesis. *Consulting Psychology Journal: Practice and Research*, Vol. 53, No. 3, 182-199, DOI 10.1037//106W087.53.3.182.
- Çelik, M. (2011). A Theoretical Approach To The Job Satisfaction . *Polish Journal of Management Studies*, Vol. 4, 7 -15.
- Dorana, E., Kerridge, I., McNeill, P., & Henry, D. (2006). Empirical uncertainty and moral contest: A qualitative analysis of the relationship between medical specialists and the pharmaceutical industry in Australia. *Social Science & Medicine*, (62), 1510–1519.
- Duygulu, E., Ciraklar, N. H., Guripek, E., & Bagiran, D. (2013). The effect of role stress on the employee's well-being: a study in the pharmaceutical companies in the city of Izmir. *Procedia - Social and Behavioral Sciences*, (84), 1361 – 1368.
- Emhan, A., & Gök, R. (2011). Bankacılık Sektöründe Personel Memnuniyeti ve Örgütsel Bağlılık Arasındaki İlişkilerin Arastırılması. *Muhasebe ve Finansman Dergisi*, Temmuz, 157-174.
- Faragher, E. B. (2005). The relationship between job satisfaction and health: a meta-analysis. *Occupational and environmental medicine*, 62(2), 105-112.
- Ford, M. T., & Wooldridge, J. D. (2012). Industry Growth, Work Role Characteristics, and Job Satisfaction:A Cross-Level Mediation Model. *Journal of Occupational Health Psychology*, Vol. 17, No. 4, 492–504, DOI: 10.1037/a0029535.
- Gkolia, A., Belias, D., & Koustelios, A. (2014). Teacher's Job Satisfaction and Self Efficacy: Review. *European Scientific Journal*, vol.10, No.22, Agust., 321-342.
- Guest, D., & Conway, N. (2009). Health and Well-Being: The Role of the Psychological Contract. C. L. Ed: Cooper, J. C. Quick, & M. J. Schabracq içinde, *International handbook of work and health psychology 3rd ed.* (s. 9-24). West Sussex: Wiley-Blackwell.
- Harmon, L. W. (1966). Occupational Satisfaction-A Better Criterion? *Journal of Counseling Psychology*, Vol. 13, No. 3, 295-299.
- Horn, J. E. (2004). The structure of occupational well-being: A study among Dutch teachers . *Journal of occupational and Organizational Psychology*, 77(3), 365-375. .

- Janssen, P. P., De Jonge, J., & Bakker, A. B. (1999). Specific determinants of intrinsic work motivation, burnout and turnover intentions: a study among nurses. *Journal of Advanced Nursing*, 29: 1360–1369. doi:10.1046/j.1365-2648.1999.01022.x.
- Kanungo, R. N. (1982). Measurement of Job and Work Involvement. *Journal of Applied Psychology*, vol. 67, No.3, pp. 341-49.
- Katz, D., Caplan, A. L., & Merz, J. F. (2003). Towards an understanding of the ethics of pharmaceutical industry gift-giving. *The American Journal of Bioethics*, 3(3),39–46.
- Keser, A. (2005). İş doyumu ve yaşam doyumu ilişkisi: otomotiv sektöründe bir uygulama. *Çalışma ve Toplum*, (4), 77-96.
- Kuhlen, R. G. (1963). Needs, Perceived need Satisfaction Opportunities, and Satisfaction with Occupation. *Journal of Applied Psychology*, Vol. 47, No. 1, 56-64.
- Lawler, E. E. (1973). *Motivation in Work Organization*. Monterey, California: Brookes-Cole Publishing.
- Lawler, E. E., & Hall, T. D. (1970). Relationship of Job Characteristics to Job Involvement, Satisfaction, and Intrinsic Motivation. *Journal of Applied Psychology*, Vol. 54, No. 4, 305-312.
- Matzler, K., & Fuchs, M. S. (2004). Employee Satisfaction: Does Kano's Model Apply. *Total Quality Management*, Vol. 15, No. 9/10, p.1179-1198.
- Ministry of Economy. (2016). *Pharmaceutical Sector Report*. Ankara: Republic of Turkey, Ministry of Economy.
- Miraglia, M., & Johns, G. (2016). Going to Work III: A Meta-Analysis of the Correlates of Presenteeism and a Dual-Path Model. *Journal of Occupational Health Psychology*, Vol. 21, No. 3, 261–283.
- Ololube, N. P. (2006). Teachers job satisfaction and motivation for school effectiveness: An assessment. *Essays in Education (EIE)*, 18(9).
- Orhan, K. (1997). İş doyumu ve değerler. *Yayınlanmamış Yüksek Lisans Tezi*. Ege Üniversitesi Sosyal Bilimler Enstitüsü.
- Parvin, M. M., & Kabir, M. N. (2011). Factors affecting employee job satisfaction of pharmaceutical sector. *Australian Journal of Business and Management Research*, 1(9), 113.
- Pettijohn, L. S., Pettijohn, C. E., & Taylor, A. J. (2009). Retail sales training: activities and effects on job satisfaction, organizational commitment, turnover and customer orientation. *Marketing Management Journal*, 19, (1), 46–57.
- Pharmaceutical Manufacturers Association of Turkey. (2016). *Turkish Pharmaceutical Sector 2015*. Ankara: Pharmaceutical Manufacturers Association of Turkey.
- Pugno, M., & Depedri, S. (2010). Job Performance and Job Satisfaction: An Integrated Survey. *Economia Politica, Aprile, 1*, pp. 175-210, DOI: 10.1428/31687.
- Roopai, D. (2012). Job Satisfaction among Pharmaceutical Sales Representatives in the context of Herzberg's Motivation-Hygiene Theory, A dissertation of Master Of Business Administration, College of Law and Management Studies Graduate School of Business & Leadership, Supervisor: Mr Jayram Mervyn Naidoo.
- Ryff, C. D. (1995). The structure of psychological well-being revisited. *Journal of personality and social psychology*, 69(4), 719-727.
- Schneider, B., & Snyder, R. A. (1975). Some Relationships Between Job Satisfaction and Organizational Climate. *Journal of Applied Psychology*, Vol. 60, No. 3, 318-328.
- Society for Human Resource Management [SHRM]. (2014). *2014 Employee Job Satisfaction and Engagement: The Road to Economic Recovery*. Alexandria: A Research Report by the Society for Human Resource Management [SHRM], 57 p.
- Society for Human Resource Management [SHRM]. (2016). *2015 Employee Job Satisfaction and Engagement: Revitalizing a Changing Workforce*. Alexandria: Society for Human Resource Management [SHRM].
- Society for Human Resource Management [SHRM]. (2015). *2014 Employee Job Satisfaction and Engagement: Optimizing Organizational Culture for Success*. Alexandria: Society for Human Resource Management [SHRM].
- Spector, P., Judge, T. A., Parker, S., Colbert, A. E., Heller, D., & Ilies, R. (2001). Job Satisfaction: A Cross-Cultural Review. N. Anderson, D. S. Ones, H. Kepir Sinangil, & C. Viswesvaran içinde, *Handbook of INDUSTRIAL, WORK AND ORGANIZATIONAL PSYCHOLOGY Volume 2 Organizational Psychology* (s. 25-52). SAGE Publications: London.
- Türkiye Odalar Ve Borsalar Birliği [TOBB]. (2008). *Türkiye İlaç Sanayi Sektör Raporu*. Ankara: TOBB Yayın Sıra No: 2008/76.
- Venkataramani, V., Labianca, G. J., & Grosser, T. (2013). Positive and Negative Workplace Relationships, Social Satisfaction, and Organizational Attachment. *Journal of Applied Psychology*, Vol. 98, No. 6, 1028–1039.
- Wanous, J. P., & Lawler, E. E. (1972). Measurement and Meaning of Job Satisfaction. *Journal of Applied Psychology*, Vol. 56, No. 2, 95-105.
- Yerdelen, S., Sungur, S., & Klassen, R. M. (2016). Turkish Elementary Science Teachers Occupational Well-Being and Some Contextual and Demographic Characteristics: A Multivariate Analysis. *Education and Science* Vol 41, No 183, 157-171.
- Zablah, A. R., Carlson, B. D., Donovan, D. T., Maxham, J. G., & Brown, T. (2016). A Cross-Lagged Test of the Association Between Customer Satisfaction and Employee Job Satisfaction in a Relational Context. *Journal of Applied Psychology*, Vol. 101, No. 5, 743–755.
- Zablah, A. R., Carlson, B. D., Donovan, D. T., Maxham, J. G., & Brown, T. J. (2016). A Cross-Lagged Test of the Association Between Customer Satisfaction and Employee Job Satisfaction in a Relational Context. *Journal of Applied Psychology*, Vol. 101, No. 5, 743–755, <http://dx.doi.org/10.1037/apl0000079>.

Appendix 1. Item Average Of The Seniority Groups

	2015					2016				
	LESS THAN 5 YEARS (K1)	BETWEEN 6-10 YEARS (K2)	BETWEEN 11-15 YEARS (K3)	BETWEEN 16-20 YEARS (K4)	MORE THAN 21 YEARS (K5)	LESS THAN 5 YEARS (K1)	BETWEEN 6-10 YEARS (K2)	BETWEEN 11-15 YEARS (K3)	BETWEEN 16-20 YEARS (K4)	MORE THAN 21 YEARS (K5)
1.I am satisfied with the financial opportunities provided by my company. (Salary, premium, ticket, dressing cheque)	3,36	3,38	3,49	3,86	3,81	2,91	3,11	3,16	3,05	3,05
2.I think that private health insurance provided by my company to its employees, and its satisfaction is sufficient.	2,87	3,22	3,36	3,56	3,81	2,77	3,07	3,11	2,66	2,91
3.Corporateness of my company is at outmost level.	3,46	3,42	3,58	3,86	4,31	3,09	3,30	3,38	3,46	3,15
4.Management levels of my company are determined as per merit.	3,49	3,40	3,37	3,78	3,81	3,16	3,07	3,21	3,34	3,06
5.I am satisfied with the vehicle which my company has allocated me.	3,68	3,74	3,82	4,14	3,94	3,33	3,39	3,59	3,64	3,30
6.I am satisfied with the flexibility shown by my company as regards to usage of fuels for vehicles.	3,90	3,93	3,99	4,16	4,56	3,59	3,78	3,81	4,00	3,77
7.I recommend my company as being a good place to work at.	3,79	3,82	3,91	4,04	4,69	3,35	3,49	3,51	3,57	3,40
8.My company gives importance to medical and personal development trainings.	3,50	3,14	3,20	3,31	3,31	3,36	3,55	3,67	3,64	3,51
9.Opportunities to get promoted in my company are giving hope.	3,59	3,36	3,55	3,69	4,19	3,04	2,82	2,92	2,95	2,90
10.Communication tools which my company has provided me, enable me to realize my work in the best way.	3,70	3,76	3,91	4,17	4,56	3,49	3,73	3,81	4,14	3,55
11.I am satisfied with the reporting system of my company.	3,48	3,38	3,57	3,61	4,06	3,26	3,23	3,33	3,77	3,16
12.I think that my company is good at awarding its employees.	3,15	3,06	3,29	3,58	3,69	2,93	2,92	3,07	3,18	2,88
13.My company complies with ethical values as hundred percent.	3,96	4,15	4,25	4,41	4,63	3,60	4,03	4,12	4,34	3,81
14.My company shows that it values its employees at every occasion.	3,41	3,32	3,39	3,74	4,00	3,07	3,10	3,18	3,43	3,07
15.My company gives importance to the ideas of employees.	3,50	3,34	3,47	3,69	4,13	3,08	3,14	3,15	3,34	3,10
16.In case of a crisis, my company thinks of firing employees as the last option.	3,49	3,52	3,58	4,07	4,19	3,17	3,38	3,40	3,41	3,29
17.I am satisfied with the transportation and accommo-dation means that my company prefers for the meetings.	3,92	3,95	4,01	4,27	4,44	3,56	3,76	3,90	4,11	3,71
18.Periodic meeting quality of my company is at outmost level.	3,67	3,74	3,73	3,89	3,94	3,32	3,43	3,63	3,91	3,39
19.My company provides a peaceful working environment.	3,87	3,98	4,05	4,13	4,44	3,33	3,32	3,42	3,77	3,29
20.The attitudes shown by my company in cases of obligatory cases of dismissal (closing the group, removing drugs from repayment, shrinking) are in favor of the employees.	3,30	3,36	3,48	3,80	4,25	3,06	3,21	3,30	3,30	3,16
21.My company does not tolerate mobbing in the working environment.	3,38	3,44	3,49	3,87	3,94	3,19	3,27	3,35	3,50	3,11
22.My company has provided its employees with all the support during the process of UTT exam.	3,22	3,73	3,74	3,89	4,50	3,25	3,81	3,75	4,04	3,63