

## **The Measuring Effect of Employee Satisfaction of Academic Staff to Employee Performance**

By Hikmet AKYOL <sup>†</sup>

**Abstract.** This study is for the faculties of Economics and Administrative Sciences, Communication, Tourism, Theology and Literature based on Gumushane University, and for instructors who take charge in the units based on Rectorship. As a result of this study, the effect of academic staff and employee satisfaction when compared to employee performance have been researched and documented. In this context, the effects of internal and external satisfaction to employee performance that are two subdimensions of employee performance, also have been studied to be implemented. Also, the activity of wages policy which to please academic staff, has been evaluated in the recent period. In conclusion, employee satisfaction of attenders partly affects employee performances. Moreover, it has been detected that the external satisfaction levels of attenders positively affected performance senses. This result has shown that the applied wages policy was interpreted as an useful policy for them in the recent period. In addition to this, the evidence has been reached that the internal satisfaction levels of academic staff negatively affected academic job performance.

**Keywords.** Employee satisfaction, Employee performance, Academic staff.

**JEL.**

### **1. Introduction**

As a result of investments in our country over the past decade, it is seen that the number of higher education institutions nearly doubled. However, it is true that there is criticism based on universities and working conditions. It is seen that this criticism focused on wage and working conditions. It is argued that the desired pay, the limited working conditions and the intense work load led to decreased performances of academicians by affecting their satisfaction levels. In a similar way, it is argued that this situation correlated that successful people were suspended from higher education institutions.

In respect of this question, the Turkish P.M. had given good news about wage development by recently saying “We need more qualified people. The most successful people should stay at the universities...” (Haber Turk, 2014).

In this matter, it should be asked that what is the effect of employee satisfaction of academicians to employee performances? Is wage rise an useful policy for satisfying the jobs of academicians and increasing their performances? Also, what is the effect of internal and external satisfaction levels of academic staff on employee performances?

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The purpose of this study is to find the answer above the mentioned questions. In this sense, it will be evaluated that whether the recent wage policies of academicians are useful or not.

## 2. Literature

In this section, the literature will be scanned for variables which are the subject of this study, and hypothesis of this study will be made in this direction.

### 2.1. Employee Satisfaction

Modern organizational systems run for more humanistic approaches providing that employees can satisfy in their jobs (Kassim et al, 2013). However, human factors go on the role as under performer in their global working life and difficult competition conditions in despite of capital intensity and developing urgent technological methods.

Unhappiness in the office and dissatisfaction for jobs which are based on the important side of person life, cause the negativity in their studies and reduce their performances. At this point, it appears that the increasing of satisfaction levels of employees is an important purpose for managements, organizations and institutions.

This situation has resolved that employee satisfaction is the most studied subject of the industrial/organisational psychology (Qing-guo & Tie-min, 2008). Only till 1984, it is estimated that the over 3000 articles were published on this subject (Goldstein & Rockart, 1984). The result is estimated that employee satisfaction is researched more, it is seen that there is no consensus in respect to what is positively the meaning of concept within literature.

Hoppock have thought that the concept which was suggested by him for the first time in 1935, is related to physical and psychological factors, and originate from the particular reaction of person (Fan & Yong, 2011). In the subsequent years, different definitions and advances have been argued depending on making different studies. Locke (1976) has said "it is likeable or positive sensitive situations after person evaluates his work and work experiences." on subject of employee satisfaction. In case, Schneider and Snyder (1975) have commented that employee satisfaction is the results of having a job or a personal consideration of current circumstances in work (Sempane & Roodt, 2002). For Spector (1997), employee satisfaction is the feeling of person about different points of your work (Shooshtarian, Ameli & Aminilari, 2013). For B. de Guzman et al. (2014), employee satisfaction is a situation related to need and will of person. For Khan et al. (2012), it is the feeling of satisfaction which is felt by workers for his/her job. For Long et al. (2014), employee satisfaction is that the person has different feeling related to different extents of his job. In a general manner, it necessary that employee satisfaction is commented as belief which is attained by person in consequence of internalizing psychological source of his/her job.

According to various researches, a range of variables may be symptom of employee dissatisfaction in such a way that it may be positive relation with employee satisfaction. The point in question, when the researches are analysed, it is seen that these variables are divided two categories such as personal and organisational (Kessuwan & Muenjohn, 2010).

Personal factors may range such as age, gender, education, seniority and marital status. Organisational factors may also range such as wage, job, advance, management, working conditions.

### 2.2. Employee Performance

The other important concept is employee performance with regard to organisations. This concept means that person partly skilled on his job with the

common usage (Shooshtarian, Ameli & Aminilari, 2013). In other words, employee performance is a reflection of quality and productivity of employee work (Indermun & Saheedbayat, 2013). Employee performance can be described as whether behavior of a person helps the organizational purposes or not (Daniels & Harris, 2000). In accordance with aims of organization which is part of person make an effort, expectations of organization coincide with the personal expectations, and it will reflect credit on employee performance level for micro level and on organizational performance level for macro level.

### 2.3. Literature Review of Academic Staff on Employee Satisfaction

Universities hold disciplined, complicated organizations in themselves with various science profiles, professional working and extensive research fields (Houston et al, 2006). However, when literature is analysed worldwide, it is observed that academic work places grow worse in the institutions (Shin & Jung, 2014; Kinman & Jones, 2008; Tytherleigh et al, 2005; Fredman & Doughney, 2012). For instance, Kinman & Jones (2008) have shown that working need of academic staff and increasing of psychological distress levels in their research that was conducted for 5000 person in the UK. In addition, in question they have determined that academicians that work in the evenings and weekends are bored and uninspired. In the other study Tytherleigh et al. (2005), job insecurity comes to the forefront as the most important source of stress in terms of academic staff in their searches that are conducted in 14 selected higher education institutions.

In this context, when the searches are analysed upon employee satisfaction of academicians, it is generally attained on the similar tables. Shin and Jung (2014) have reached the symptom that academic staff is satisfied on the hand, and is high stressful on the other in the study to determine employee satisfaction and job stress at 19 selected high education institutions from 19 countries. Also, researchers have determined management and measurement based on performance as the main reason of academic stress in this study.

Fredman and Doughney (2012) have determined that satisfaction level decreased as against the previous searches between academic staff in their studies. In the question study, dissatisfactions continue in respect of work load despite academic staff improve themselves, and become happy themselves on control points concerning with job of academic staff in this study.

In other study, Houston et al. (2006) have found out that when academic staff do their responsibility levels and jobs, they are partly satisfied in terms of freedoms on selecting their methods, the amount of job differences.

When the other studies are analysed upon employee satisfaction, Pop Vasileva et al. (2011) have proved that employee satisfactions are partly low, stress levels are partly high, and increase trend proceed in their studies that relations between business manners of 750 academic staff from 37 universities in Australia and organizational, institutional and demographical factors are analysed.

In another study, Byme et al. (2012) haven't encountered an important effect of demographical variables upon general employee satisfaction of academicians in their studies on academic staff of finance and accounting departments. It has been determined that it significantly affected business content, some of business text factors and satisfaction levels.

When the studies are checked in our country, it has the similar results with the other countries. When these studies are probed, it has been determined that relation between employee satisfaction levels of academic staff and various factors.

Bakan et al. (2014) have found out the significant relation between age, gender, marital status, personal factors and change of title, between term of office organizational factors and employee satisfaction in their studies to determine relation between organization depression and employee satisfaction. In the

question, according to studies, when the term of office increases, employee satisfaction decreases and depressive feature increases.

In the other study, [Serinkan and Bardakcı \(2009\)](#) have determined that academic staff sometimes wants to resign, have the problems about staff inability, don't have sufficient equipment and materials on business performance, have too much course load, partly notable jobs, their wages aren't substantially enough.

[Karaman and Altunoglu \(2007\)](#) have found out that liberally deciding employee satisfaction level, suitability of conditions to apply new programmes, and employee satisfaction is affected by team work with other personnels and wage factors.

It is seen that a similar search was done by [Eker et al. \(2007\)](#) and [Dagdeviren et al. \(2010\)](#). [Eker et al \(2007\)](#) have decided that work environment and academical work load are determinant factors in terms of academic staff on high and low employee satisfaction levels, and other factors aren't any determinant factor in terms of academicians on high and low employee satisfaction in their studies upon 78 public and private universities.

Any relations aren't encountered between employee satisfaction and gender, it have been determined that the most important factor which affects employee satisfaction, is gender in the studies of [Dagdeviren et al. \(2010\)](#). One of remarkable points of this study is that employee satisfaction levels of academic staff from bachelor's degree is higher than post graduated and Phd colleagues. It has been provided that employee satisfaction of academic staff who has the high wage level, is high in this study once again.

### *2.3. Literature Search and Making Hypothesis For Relation between Employee Satisfaction and Employee Performance*

Employee satisfaction levels of academic staff have been affected by various factors, and it is significant that presenting the extent of this effect. However, other important manner related to employee satisfaction of academicians is what relation between their satisfaction levels and employee performances. When the above studies and other studies in literature are checked, findings for this relation haven't been encountered. Consequently, the extent of relation between employee satisfaction and employee performance, literature has generally been scanned in this subject, and hypotheses have been constituted accordingly.

When the literature is analysed, it is seen that there are serious discussion about relation between employee satisfaction and employee performance ([Kim, 2005](#)). It has provided that when the findings of this relation which is related to the studies of Hawthorne, aren't suitable to static facts, those concerned are alive right along with heated discussion of researchers who study in this subject.

When the searches are analysed which study relation between employee satisfaction and employee performance, it is seen the result that there is meaningful relation between two variables in question, for the study of [Ostroff \(1992\)](#). In other study, it is seen that [Judge and friends \(2001\)](#) found a significant relation between employee satisfaction and employee performance. Once again, other researcher [Yazıcıoğlu \(2010\)](#) has determined a meaningful relation between employee satisfaction and employee performance in the study which is analysed, the relation employee satisfaction and performance by him in organizations. In study in question, it has been found that the relation between employee satisfaction and employee performance become different by gender and working years factors in this study. In other study, [Nimalathan and Brabete \(2010\)](#) have encountered a significant relation between employee satisfaction and employee performance in studies conducted on bank employees.

[Kim \(2005\)](#) have reached the finding that a raise can be increase organizational performance in employee satisfaction of public officers based on his study. [Darden](#)

and friends (1989) reached the result that performance is a direct premise of employee satisfaction as a result of study. In the other study, Gul et al. (2008) have reached the finding that while employee satisfaction negatively affect leave of employment intent, it positively affect employee performance in their studies upon the health sector.

Isler and Ozdemir (2010) have found out that activities positively affect employee satisfaction and organizational dependence aimed at rewarding positive behaviors as a result of performance which is showed by employees in job environment upon their studies for hospital employees.

In other study, Ozgen and Yalcin (2010) have stated that it will supply employee performances and equitable rewards will increase employee satisfaction (Yeşil & Dereli, 2012). Once again, other study Aydemir and Erdogan (2013) have determined the significant relation between wage satisfaction, employee satisfaction and employee performance.

Employee satisfaction of academic staff and employee performance are significantly other affected factor working conditions. In question, at the helm of working conditions, sufficient equipment come with free and comfort environment. A work environment that the factors are enough can increase employee satisfaction of academic staff, and it positively affects employee performance. Thus, Nimalathan and Brabete (2010) have determined that well working conditions increase employee performance, it supports this comment.

The following hypotheses can be asserted by starting off above studies:

**H1:** Employee satisfaction of academic staff will positively be effected upon employee performance.

In this research, the goal was to measure the effect of employee performance for external satisfaction level and internal satisfaction level that is two lower dimensions of employee satisfaction of academic staff.

While external satisfaction is provided satisfaction in result of provided acquirements as equivalent of work, internal satisfaction is hearable satisfaction level during working (Açıklım, 2011).

When these studies are checked in this subject, one of first thing come to mind sources is “Double Factor” theory of Herzberg. According to Herzberg theory, there are two different extents of employee satisfaction such as incentive factors that provide satisfaction of persons, and protector factors that cause dissatisfaction (Örücü et al. 2006). This theory have tried to state that satisfaction and dissatisfaction equalize each other, and they aren't opposite concepts each other in job environment (Kaya et al. 2013).

There are two extents of Herzberg theory such as hygiene factors and motivator factors. Herzberg have described that satisfying factors are “motivator factors” concerning work, factors related to working conditions of job are “hygiene factors” (Gökçe et al. 2010).

It is analysed that when hygiene factors cause unhappiness, its asset doesn't create satisfaction. While Absence of motivator factors cause a distinct dissatisfaction, its asset increase employee performance (Ateş et al. 2012).

When the searches are checked upon internal external extent determination of employee satisfaction, studies of Cavus and Abdildaev (2014) is primarily in evidence. In question, the researchers have reached the finding that general and internal satisfaction level of attendants is higher than external satisfaction level.

In other study, Koroglu (2012) have reached the finding that internal satisfaction levels of tourist guides are high, and external and general satisfaction levels are medium levels.

The study of Ping-Peng (2014) can be exemplified from between the searches on the subject of the effect of internal and external satisfaction level to employee

performance. The researcher has determined the meaningful relation between internal- external satisfaction levels and employee performance.

The following hypotheses can be asserted based on above studies:

**H1a:** Internal satisfaction of academic staff will positively affect upon performance perception.

**H1b:** Internal satisfaction of academic staff will positively affect upon academic work performance.

**H1c:** External satisfaction of academic staff will positively affect upon performance perception.

**H1d:** External satisfaction of academic staff will positively affect upon academic work performance.

### 3. Method

The purpose of this search is to what the effect of employee satisfaction of academic staff have on employee performances. So strong will and determination is measurement of the effect of employee satisfaction of academic staff to employee performance.

As system of this search, Gumushane University has been selected. Instructors who work in Economics and Administrative Sciences, Communication, Tourism, Literature and Theology Faculties and 106 instructors who work in units based on rectorship, have been selected as sample of search.

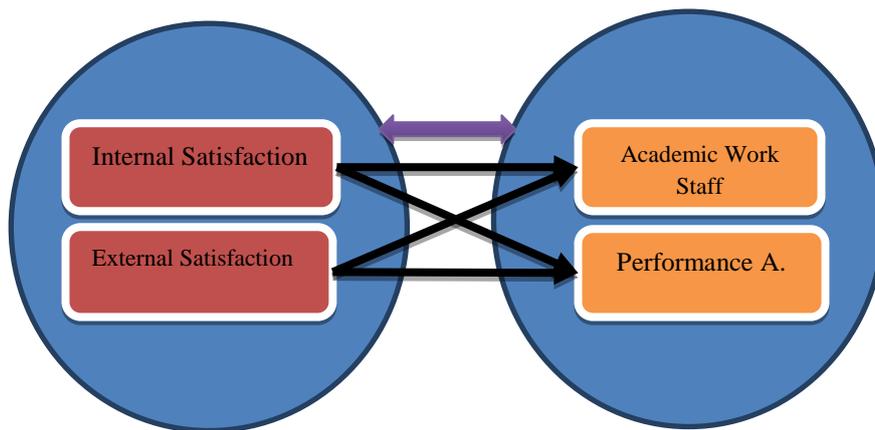


FIGURE 1. Model of Search

The current method is a survey technique to be gathered data while analyzing. A short shape from 20 items Minnesota Employee Satisfaction Scale that is reformed by Weiss, David, England and Lofquist (1967), has been used to determine employee satisfaction of academic staff. In the scale, there are 2 lower dimensions that are consisted from 12 articles about satisfaction related to internal quality of a job, and other is consisted from 8 articles related to external qualities of job (Çavuş & Abdildaev, 2014).

In the search, two different scales have been used while employee performances of attendants are measured. First of those is Academic Job Performance scale that is used to determine measurable, presentative performances. This scale have been formed with regard to raising for Faculty Membership, assignment and reassignment Criteria Instruction of Gumushane University.

The questions of performance perception scale which is used as the scale of second performance, have been taken from the study of Saeed et al. (2014) to see

the performances of attendants in future upon the study. The point in question, researchers have taken scale questions from the study of Vroom (1964).

The data which is obtained from the search, has been commented by analysing with SPSS 21 programme.

#### 4. Findings

In this section, data that is gathered for search has been commented through factor analysis, regression analysis and correlation analysis by using SPSS 21 programme.

106 people have totally joined on search. Demographical information of attendants are showed on the following table 4.1.

**TABLE 4.1.** *Demographical Information of Attendants*

Demographical Qualities	Frequency	Percent (%)
<b>AGE</b>		
Under 25	3	2,8
Between 25-35	66	62,3
Between 35-45	30	28,3
Above 45	7	6,6
<b>GENDER</b>		
Female	25	23,6
Male	81	76,4
<b>Marital Status</b>		
Married	71	67,0
Male	35	33,0
<b>Period of Service</b>		
Under 1 year	8	7,5
Between 1-5 years	52	49,1
Between 5-10 years	18	17,0
Above 10 years	28	26,4
<b>Position</b>		
Research Assistant	30	28,3
Lecturer	5	4,7
Instructor	19	17,9
Assistant Prof. Dr.	47	44,3
Associate Prof. Dr.	4	3,8
Prof. Dr.	1	,9
<b>STATE OF EDUCATION:</b>		
Bachelor's Degree	5	4,7
Master	25	23,6
PhD	76	71,7

##### 4.1. Results of Reliability and Validity Analysis

Statistics are showed in Table 4.2. and Table 4.3. related to factor analysis results that show employee satisfaction which is represented by the subjects, and performance perception factors and factor loads. At first, when the employee satisfaction scale is analysed, 2 extents which are higher than 1 eigenvalue, have been presented by using varimax conversion for the scale. 5 articles have been taken out of scale because it is in scale articles and can take over more than factors. Consequently, the number of factors that is seen at first scale, is 2. In question, 2 factors clarify a total variation of 40%.

If lower components that make these reproduced factors, and factor structures are analysed, first factor that includes total 7 articles, are made from components about the external satisfaction. In this study, this factor has been named as

“External Satisfaction Extent” by taking account of components equalities, and second factor that includes other 8 questions, has been named as “Internal Satisfaction Extent” because it includes components upon internal satisfaction.

**TABLE 4.2. Factor Analysis for Employee Satisfaction**

	İşgören Tatmini Ölçeği	Faktor Load
External Satisfaction	14- Management way in terms of person at my superios's order	,813
	15- In terms of quality at my superior's decision	,807
	18- In terms of my preferment possibility in employment	,697
	19- In terms of working conditions	,660
	17- In terms of appreciating in return for a good job	,622
	20- In terms of getting wage in return for labour	,567
	13- In terms of dealings with my colleagues on the job	,428
Internal Satisfaction	3- Having a chance to make something by using my qualities	,697
	4- In terms of having ability to make something for others	,681
	11- In terms of giving chance to use my methods while doing my job	,574
	10- In terms of having chance to sometimes make different things	,570
	12- In terms of giving my decisions for application independence	,557
	8- In terms of making me busy all the time	,537
	6- In terms of having a feeling of accomplishment on the job	,532
	7- In terms of having possibility to work alone	,453
Eigenvalue:	External Satisfaction: 3,842	Internal Satisfaction: 2,283
Variance Clarification Rate (%):	External Satisfaction: 25,612	Internal Satisfaction: 15,223
Cronbach's Alfa:	External Satisfaction: ,719	Internal Satisfaction: ,771
Barlett's test of Sphericity:	487,598 (p<.000)	
KMO Value:	,717	
Average Value:	External Satisfaction: 4,1190	Internal Satisfaction: 3,6873

It is seen that Kaiser-Meyer-Olkin (KMO) sample sufficiency criterion is above 0,70 in the table. KMO value changes between 0 and 1. Acceptable lowest limit of KMO sample sufficiency is 0,50, and 0,80 and above are perfectly accepted (Durmuş et al. 2011). This result shows that sample extent which is used in study, is in acceptable level as good.

Barlett Test (Barlett Test of Sphericity) is within acceptable limits (p<0.000). In such a way that, if P value is lower than 0,05, it means that there is relation in sufficient level to analyse factor between variables (Durmuş et al. 2011).

Croanbach's Alpha values that show reliability of test, are respectively;

719 have been found for “External Satisfaction Extent”. 771 have been found for “Internal Satisfaction Extent” that is other lower extent of employee satisfaction.

Symphoms show that analysis has an acceptable level in terms of determinate reliability limits (EkonomiAnaliz, 2014). When the factor averages of scale are checked, it is seen that 4, 1190 have been found for “External Satisfaction Extent”. Average value is 3,6873 for “Internal Satisfaction Extent”.

Other important value that has been found in scale, is eigenvalues related to factors. For “External Satisfaction Extent” which is first factor. This value is “3,842”. For “Internal Satisfaction Extent” that is second lower extent of scale and it is 2, 283.

**TABLE 4.3.** *Factor Analysis related to Performance Perception*

Performance Perception Scale	Factor Load
My performance is better than colleagues of similar qualification.	,914
I'm pleased for my performance because it is mostly good.	,899
My performance is better than employees who have the similar qualities in other institutions.	,837
Barlett's test of Sphericity:	152,107 (p<.000)
KMO Value:	,707
Variance Clarification Rate (%) :	78,078
Eigenvalue:	2,342
Cronbach's Alfa:	,860
Average Value:	3,3145

When performance perception scale is secondly analysed, 1 extent which is above 1 eigenvalue, has been showed by using varimax conversion. Factor number is 1 in the scale. 1 factor shows total variance 78%. If lower constituent parts that create this reproduced factor, and factor structure are analysed, it seen that it has 3 questions. Factor has been named as “Performance Perception Extent”

Kaiser-Meyer-Olkin (KMO) sample sufficiency scale have been found as “707” that is a value above 0,70 in table. This result shows that sample extent which is used in study, is on acceptable level as well. Also, Barlett Test (Barlett Test of Sphericity) is within acceptable limits (p<0.000). Croanbach's Alpha values that show reliability of test, have been found as “860”. The findings show that analysis are at a good level in terms of current reliability limits (EkonomiAnaliz, 2014). When the factor average of scale is checked, it is seen that it is “3,3145”. The important Eigenvalue which have been found in the scale, is “2,342”.

**4.2. Determining the Relation between Employee Satisfaction and Employee Performance with Correlation Analysis**

The relation between employee satisfaction and performance total related to academic staff are analysed with Pearson Correlation Analysis in search, and it is seen in Table 4.4.

When the averages are respectively analysed, at first it is seen that values are found as (X=189,3302; σ= 347,20746) related to academic job performance that shows quantitative performance of academic staff, and the average values related to performance perception, are (X=3,3145; σ= ,79393). The average values related to external satisfaction that is first extent of employee satisfaction, are (X=4,1190; σ= ,43591 ). The average values related to internal satisfaction that is other lower extent of employee satisfaction, are (X=3,6873; σ= ,60517).

**TABLE 4.4.** *Correlation Relation between Employee Satisfaction and Employee Performance*

	X	σ	1	2	3	4
1 Academic Job Performance	189,33	347,20	<b>1</b>			
2 Performance Perception	3,314	,793	,139	<b>1</b>		
3 Internal Satisfaction	3,687	,605	,-170	,-080	<b>1</b>	
4 External Satisfaction	4,119	,435	,090	,235*	,281**	<b>1</b>

When the table is analysed, it is seen that there is positively relation between “External Satisfaction” and “Internal Satisfaction” that are lower extents of employee satisfaction (.235\*). Once again, it is seen that there is positively relation between “External Satisfaction” and “Performance Perception” (.281\*)

4.3. *Analysing The Effect of Employee Satisfaction To Employee Performance with Regression Analysis*

The effect of employee satisfaction level of academic staff to employee performance and models of demographical variables as control variable have been tested in extents of internal and external satisfaction levels, and The effect of these variables to performance perception and academic job performance has been measured with regression analysis.

4.3.1. *Measuring the Effect of Employee Satisfaction to Performance Perception*

The Effect of “External Satisfaction Extent” and “Internal Satisfaction Extent” Factors that is lower extents of employee satisfaction, to performance perception has been measured with regression analysis in the search. The findings are showed in the following Table 4.5.

When Table is analysed, it is seen that there is a significant relation between employee satisfaction and performance perception (P=,016). When the results of models are reviewed as total, it has been seen that model is meaningful (F=4,321; P<,05). The expositive power of model is 078. In other words, the model explains the conversion of 7% in performance perception.

**TABLE 4.5.** *The Effect of Employee Satisfaction to Performance Perception*

Independent Variables	Model-1			
	Performance Perception is dependent variable			
	Beta	Standard Error	t	P
Internal Satisfaction	-,158	,130	-1,592	,114
External Satisfaction	,279	,181	2,819	,006
R Square				,078
F- Model Value	4,321			,016

When the effect of independent variables of model to performance perception is analysed, it is seen that external satisfaction positively affects performance perception ( $\beta = ,279$ ; P= ,006). According to this positive relation, a factor which will increase external satisfaction of academic staff, will cause the increasing of performance perception. Any effects of internal satisfaction which is the other independent variable in the model, haven’t been determined to performance perception. It means that any progression for internal satisfaction level, won’t affect performance perception.

Models have been tested that demographical variables are included as control variable in addition to “External Satisfaction Extent” and “Internal Satisfaction Extent” factors which are lower extents of employee satisfaction, and the effect of these variables to performance perception have been measured with regression analysis. The findings are seen in the following Table 4.6.

When the Table is analysed, according to demographical variables, it is seen that there is a meaningful relation between employee satisfaction and performance perception (P=,034). When the model results are totally reviewed, it has been seen that model is meaningful (F=2,205; P<,05). Expositive power of model is 155. In other words, it explains 15% conversion in model performance perception.

**TABLE 4.6.** *The Effect of Employee Satisfaction to Performance Perception (Demographical Variables, Control Variable)*

Independent Variables	Model-2 Performance Perception is dependent variable.			
	Beta	Standard Error	t	P.
Internal Satisfaction	-,115	,133	-1,133	,260
External Satisfaction	,257	,186	2,532	,013
Demographic B.1	-,192	,156	-1,536	,128
Demographic B.2	-,134	,200	-1,254	,213
Demographic B.3	-,104	,185	-,949	,345
Demographic B.4	-,117	,109	-,901	,370
Demographic B.5	,293	,076	2,236	,028
Demographic B.6	-,105	,154	-,959	,340
R Square	,155			
F- Model Value	2,205			,034

When the effect of independent variables of model to performance perception is analysed, it is seen that external satisfaction positively affect performance perception ( $\beta = ,257$ ;  $P = ,013$ ). According to this positive relation, a factor that will increase the external satisfaction of academic staff, and it will positively increase performance perception. Any effects of internal satisfaction that is other independent variable in model, haven't been determined to performance perception. It means that any progress for internal satisfaction level won't affect performance perception.

When the effect of demographical variables to performance perception is checked, it has been determined that academic title which is absolute "Demographic B.5" independent variable, positively affect performance perception ( $\beta = ,293$ ;  $P = ,028$ ). It means that progress in academic title will positively affect performance reception.

#### 4.3.2. *Measuring the Effect of Employee Satisfaction to Academic Job Performance*

The effect of "External Satisfaction Extent" and "Internal Satisfaction Extent" factors which are lower extents of employee satisfaction, to academic job performance that can be commented as measurable presentative performance indicator of academic staff have been measured with regression analysis in search. The findings are showed in the following Table 4.7.

When the table is analysed, it is seen that there is a meaningful relation between employee satisfaction and performance total ( $P = ,077$ ). When the model results are totally reviewed, if P value is "0,10", it is seen that model is meaningful ( $F = 2,629$ ;  $P < ,10$ ). Expositive power of model is 049. In other words, the model explains a 4% conversion in academic job performance.

When the effect of independent variables of model to academic job performance is analysed, it is seen that internal satisfaction negatively affect performance total ( $\beta = -,211$ ;  $P = ,039$ ). According to this negative relation, a factor that will increase internal satisfaction of academic staff, will decrease academic job performance.

**TABLE 4.7.** *The Effect of Employee Satisfaction to Academic Job Performance Model-3*

Independent Variables	Academic Job Performance is dependent variable			
	Beta	Standard Error	t	P.
Internal Satisfaction	-,211	57,684	-2,095	,039
External Satisfaction	,149	80,435	1,482	,141
R Square	,049			
F- Model Value	2,629			,077

Any effect of external satisfaction that is other independent variable in model, hasn't been affected to academic job performance in model. It means that any progress for external satisfaction level won't affect academic job performance. The models have been tested that demographical variables are included as control variable in addition to "External Satisfaction Extent" and "Internal Satisfaction Extent" factors which are lower extents of employee satisfaction in the search, and the effect of these variables to academic job performance has been measured with regression analysis. The findings are showed in the following Table 4.8.

When the table is analysed, according to demographical variables, it is seen that there is a meaningful relation between employee satisfaction and performance total (P.=,001). When model results are totally reviewed, it has been seen that model is meaningful (F=3,617; P<,05). Expositive power of model is 232. In other words, the model explains a 23% conversion in academic job performance.

**TABLE 4.8.** *The Effect of Employee Satisfaction to Academic Job Performance (Demographical Variables, Control Variable) Model-4*

Independent Variables	Academic Job Performance is independent variable.			
	Beta	Standard Error	t	P.
Internal Satisfaction	-,149	55,314	-1,542	,126
External Satisfaction	,085	77,541	,879	,382
Demographic B.1	-,159	64,952	-1,333	,186
Demographic B.2	,025	83,236	,241	,810
Demographic B.3	-,121	77,257	-1,152	,252
Demographic B.4	,215	45,286	1,728	,087
Demographic B.5	,196	31,674	1,568	,120
Demographic B.6	,143	64,273	1,372	,173
R Square	,232			
F- Model Value	3,617			,001

When the effect of independent variables of model to academic job performance is analysed, it is seen that absolute "Demographic B4" so period of service positively affects academic job performance ( $\beta = ,215$ ; P.= ,087). According to this positive relation, service period of academic staff increase correspondingly academic job performance will increase.

### 5. Conclusion

Pearson Correlation has been analysed to show the relation between employee satisfaction and employee performance in the search. After the analysis, a positive relation has been found between internal satisfaction and external satisfaction that are two lower extents of employee satisfaction of academic staff (,235\*). It means that while the academic staffs do their job and has internal satisfaction, and it will positively affect external satisfaction level. In other words, when academic staffs do their job, they use their methods and abilities, and think that they're successful in their jobs, and these factors will increase internal satisfactions. Also, these

factors will increase their satisfaction level in the office, and will increase their satisfactions in relation to materialistic expectations such as working conditions, relation with colleagues and superiors and wage and preferment.

Regression analysis has been done to be measured the effect of employee satisfaction to employee performance in the search. In this context, it has been tried to determine the effect of internal and external satisfaction level on employee performance. When regression analysis is checked, it has been seen that at first, external satisfaction positively affects performance perception. The similar result had been achieved in the result of correlation analysis. This finding shows that academic staff believes that positive process between wage, preferment, working conditions, management and colleagues, will positively affect on their performances in future. So, when presentative process and materialistic expectations of employees are accepted about their jobs in office, it will positively affect employee performances, and may increase their performances. At this point, wage rise policy may be accepted as a healthful policy in terms of studying the academic staff for increasing performance and increasing academic quality at universities. In the case, when the similar policies are conducted by politicians, it may cause the positive process on increasing of employee satisfaction.

The similar comments are seen in [Eker et al. \(2007\)](#) studies based on research finding. In question, researchers have said that promotion policies and objective performance reviews are important in terms of productivities of academic staff and employee performances.

Other result of regression analysis is to be determined that there is no effect of internal satisfaction level of academic staff on performance perception. Accordingly, when academic staff feel successful in their jobs and believe that positively affect others, they won't help them in relation to giving better performance.

As a result of measuring the effect of employee satisfaction of academic staff to academic job performance, it is seen that internal satisfaction and academic job performance are negatively affected. This is an important finding. It means that positive process may negatively affect presentative observable and measurable academic job performance on the factors which create internal satisfaction of academic staff. In this study, two reasons can be claimed concerning the reasons of this finding. First one is that the policies may cause the negative effect on academic staff to be directed more performances of academic staff by managers and superiors. Likewise, while such a policy and processing increase measurable performances of academic staff, it can decrease internal satisfaction levels.

The second one is that much academic job load and similar conditions positively affect visible academic job performance of academic staff; it may negatively affect their internal satisfaction levels in the background.

As it is seen, while academic staff try to increase their performances, they may have internal dissatisfaction. For this reason, providing and processing performance and success fact that are significant subjects aren't possible because of internal dissatisfaction in the long term with regard to academic staff and higher education institution.

Accordingly, while plan, policy and aims are determined that will increase success graphic of academic staff by authorities, it is important that how their internal satisfaction levels will be affected. Having performance measures that won't decrease internal satisfaction level of employee, positively affect success of academic staff and higher education institutions. At the same time, some preventive applications can be improved that academic job load and similar factors negatively affect internal satisfaction level of academic staff.

However, research can provide the understanding of the reasons behind internal satisfaction level and academic job performance of academic staff.

In research, the models are tested that demographical variables are included as control variable, and the effects of these variables have been tested on employee satisfaction in addition to “External Satisfaction Extent” and “Internal Satisfaction Extent” factors that are lower extents of employee satisfaction. In question, it is seen that there are only the effects of “Demographic B.5” as academic title on performance perception, and the effects of “Demographic B4” as period of service on academic job performance in result of analysis.

Increasing academic title that is first one of these demographical variables, is seen as a key that will show better performance in future based on academic staff. So, academic staff believes that they can make more perceptible jobs to increase their performances in future in parallel with increasing their titles.

In question, the positive effect of service period on academic job performances that is other one of demographical variables, is a predictable finding because length of service period of academic staff may cause more performances.

In consequence, **H1:** is partly supported. **H1a** and **H1b:** aren't supported. **H1c:** is supported. Finally, **H1d:** isn't supported.

Suggestions of this search can range as following:

- While administrators, managers and politicians determine plan, policy and aim to increase performance of academic staff, they may consider the factors that may affect their internal satisfaction levels.
- It may be claimed that wage rise policies for academic staff are perceived a helpful policy by attendants. Consequently, similar policies positively affect performance levels of academic staff to increase their external satisfaction levels in the future, and they may positively affect success graphic in higher education institutions.
- The researches conducted may be helpful better understand the effects of internal and external satisfaction levels of academic staff on academic job performance and performance perception. In question it may be helpful to better solve the effect.

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