

INVESTIGATION OF THE JOB SATISFACTION AND THE SELF-PERCEPTION IN THE PRIVATE AND GOVERNMENTAL INSTITUTIONS

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ABSTRACT

This study aims to research the difference between the job satisfaction and the self-perception of the private and governmental institution employees working in the Nicosia district in the Turkish Republic of Northern Cyprus. Participants were given Job Satisfaction Scale, Social Comparison Scale and personal information form. Frequency distribution, t-test, Pearson Product Moment Correlation Coefficient, one-way analysis of variance ANOVA and Kruskal-Wallis (H) test calculation methods were used for the data analysis. The mean age of the participants was 37 and a total of n=229 (101 were private sector and 128 were government) employees participated in the study. The results demonstrated that the job satisfactions of the governmental institution employees were higher compared to the private institution employees. There was no statistically difference by self-perception among employees.

Keywords: Employee, job satisfaction, self-perception

INTRODUCTION

The developing technology and work life are the topics which have a continuously increasing important place nowadays in improving the performance of the employees at the workplace. Gradually increasing population, developing technology and work life and competition conditions in the globalizing world have a significant place for the job satisfaction in terms of improving the efficiency in the workplace, the happiness of employees, the success of institutions and the national economy.

According to Kuzgun, Sevim and Hamamcı (1999) job is defined as the whole of the activities obtained by a certain education carried out in order to earn money. Job satisfaction is known as the work satisfaction affecting the whole life of the person starting with the career choice and it is defined as the pleasure obtained from working in addition to the material benefits from work which allows people to be successful, happy and productive, the happiness of working, the emotional reaction to work or the sign of the general behaviors about the job and an internal condition related to being or not being satisfied with the job (Kadioğlu, 2014). There is a link between employee satisfaction and employee engagement. Employee satisfaction increases their productivity. To understand what motivates employees and what they need are important for managements (Shmailan, 2016).

Various factors are available which affect the job satisfaction of employees. This study has been started with the idea that self-perception of the employees may be one of the factors affection the job satisfaction. Various views and definitions regarding the self-concept are available. Having a look at the definition of self-perception by Rogers (1951), the idea defining "I" is a structure formed of perception and values which is expected to be consistent with the personal emotions and experiences, which can change with new experiences and which may not always reflect the reality. It has been sustained that people can be more satisfied and happier as the ideal self-approaches towards the real self (as cited in Atkinson, Atkinson, Smith, Bem, Nolen-Hoeksema, 2002).

According to Rogers (1961, 1977), everyone is in the intention of developing a more positive and more developed self and people who grow up within an unconditional love have strong ad positive sense of self (as cited in Cüceloğlu, 2003). Self is the perspective of oneself towards him/herself shaped by the feedback and references from others as well as the experiences and interpreting the environment and it contains the self-esteem, it can also be considered as a way of arranged and learnt reaction obtained and continued by the learnt and reactions of oneself against the effects in various environmental contexts (as cited in Şahin, Basım, Çetin, 2009).

According to Franzoi, self has been defined as a social creature obtained by socializing and maturing which has qualities such as establishing symbolic communication and possessing self-awareness. The concept of self is evaluated as a wide and systematic structure frames by the perception and organization of the life experiences

and used in understanding the emotions, thoughts and behaviors of others. It is suggested that the childhood life has an important place for the development of self-perception and the parental attitude, harmony between spouses, positive parent-child interaction and attachment styles (secure, insecure) affect the self-perception (as cited in Özen, 2014).

In a study conducted by Şahin, Batıgün and Koç in 2011, it has been proposed that the individuals who had a positive self-perception could cope with the encountered conditions sanely and the lifelong developed and constantly evolving self-perception and the interpersonal style gained in this process had an important effect on the depression experiences. Low self-esteem has been related with depression and high self-esteem has been related with good feelings and happiness. Individuals with a positive self-perception and a focused internal control were observed to adopt more effective approaches in reaching positive and constructive solutions during conflict-solving process. In the study conducted by Şahin, Basım and Çetin (2009), it has been put forward that the self-perception of individuals may be in interaction with the interpersonal communication style and the experience anger, may determine the individual's life satisfaction received from interpersonal relationships and this satisfaction may determine the concerns to be experiences by interfering with the self-perception. Individuals with positive self-perception were seen to be more popular, more cooperative, persisting, talkative and dominant while individuals with negative self-perception were observed to be more quiet and introvert.

Purpose of the Study

The purpose of the study is to investigate whether the perception of the employees working at private and governmental institutions in the Turkish Republic of Northern Cyprus (TRNC) regarding various dimensions differ when compared to the others according to their job satisfaction.

Problem of the Research

Is there a difference between the job satisfaction and the self-perception of the private and governmental institution employees in the TRNC according to the socio-demographic variables? The following questions are intended to be answered to solve the problematic condition generally framed by the problematic sentence of the research: Is there a statistically significant difference between the job satisfaction of the private and governmental institution employees according to the socio-demographic variables? Is there a statistically significant difference between the self-perception of the private and governmental institution employees according to the socio-demographic variables? Is there a statistically significant difference between the self-perception and the job satisfaction of the private and governmental institution employees?

THE STUDY

Research model is based on descriptive survey model. The purpose of the survey models is to describe the characteristics of large communities. Data can be collected regarding the way of distribution of the characteristics of the participants and the relationship between the variables can be investigated. Descriptive research is a model that consists of the definitions of the researched phenomena (Büyükoztürk, Çakmak, Akgün, Karadeniz and Demirel, 2016). The phenomena are investigated by descriptive study as one of the mostly used scientific research methods by social sciences but no intervention is implemented (Sönmez and Alacapınar, 2011).

Universe and Sample

The universe of the research consists of the employees working in the private and governmental institutions in the TRNC. The study sample was determined by appropriate sampling as one of the non-random sampling methods. Appropriate sampling is the process of collecting data starting from the most accessible participants until the sample at a needed size is accessed (Büyükoztürk *et al.*, 2016). The employees were chosen in the various private and governmental institutions in the Nicosia district in the TRNC and consent was obtained from all institutions and employees to answer questions. Employees who were volunteer to answer questions participated to this study. Gender, marital status and educational background as the socio-demographic characteristic distributions, job and institution type distributions of the research participants were given in below.

A total of n=229 people (n=132 (57.6%) females and n=97 (42.4%) males) participated in the study. 71.2% (n=163) of the participants were married, 17% (n=39) were single, 5.7% (n=13) were engaged, 3.5% (n=8) were divorced and 2.6% (n=6) were widowed. 3.1% (n=7) of the participants were primary education graduates, 3.5% (n=8) were secondary education graduates, 26.6% (n=61) were high school graduates, 52.8% (n=121) were university graduates and 14% (n=32) were postgraduates. 64.6% (n=148) of the participants stated that they worked in their field of expertise and 35.4% (n=81) stated that they did not work in their field of expertise. 44.1% (n=101) of the participants were private sector employees and 55.9% (n=128) were government employees.

Instruments

"Job Satisfaction Scale (JSS)" was used in the research in order to identify the job satisfaction of the staff working in the private and governmental institutions in the TRNC. "Personal Information Form (PIF)" was utilized in order to obtain socio-demographic data regarding the sample group in compliance with the purpose of the research. Job Satisfaction Scale (JSS) was developed as a 20-item form by Kuzgun, Sevim and Harmancı (1998) in order to identify the level of happiness of the individuals by working for that profession. The items in the scale were stated by using a 5 Likert Type scale. The obtained high scores were accepted as high job satisfaction of the individual. Cronbach Alpha reliability coefficient has been found as 90. A factor analysis was conducted for the structural validity of the JSS and it has been concluded that the items were divided into two factors but the scale could be used as a unidimensional tool (Kuzgun and Bacanlı, 2011). A Turkish adapted 18-item form was prepared by Şahin, Durak and Şahin (1993) as "Social Comparison Scale" by taking the 5-item form developed by Gilbert, Allan and Trent (1991) with the addition of a 6th item by Şahin and Şahin (1992) in order to assess the perception of individuals regarding the way how they saw themselves at various dimensions when compared with others. It is a bipolar scale consisting of 18 characteristics. High scores obtained in the scale refers to a positive self-scheme and low scores obtained in the scale refers to a negative self-scheme. Cronbach Alpha reliability coefficient is 79. SCS and the correlations of two different scales were analyzed for validity studies. When the correlation between the SCS and the Beck Depression Inventory was analyzed, a negative and low significant relationship ($-.19, p < .000$) was found and values between $-.34$ and $.14$ was found when the correlation between the sub-dimensions of the SCS and the Short Symptom Inventory was analyzed (Savaşır and Şahin, 1997). In line with the aim of the research, a form consisting of 21 questions prepared by the researcher was implemented in order to obtain socio-demographic data about the sample group in accordance with the aim of the research.

Data Analysis

Data was collected with the descriptive survey model from the non-random sampling. All of the data were analyzed by means of statistical methods. Frequency distribution, percentage breakdowns, arithmetic mean, t-test, Pearson Product Moment Correlation Coefficient calculation methods were used in the analysis of the data. After the data analysis results were interpreted and discussed.

FINDINGS

The difference between the job satisfaction and the self-perception of the employees working at private and governmental institutions was analyzed in the conducted study. The average age was 37 ± 9.6 years (range, 19 to 65 years) and a total of $n=229$ people participated in the study. The data regarding the difference between the job satisfaction and self-perception of the employees according to the institution type has been presented in Table 1.

Table 1: *The Difference Between the Job Satisfaction and Self-Perception According to The Institution Type*

	Institution type	n	\bar{X}	sd	df	t	p
Self-Perception	Private	101	4.92	.72	227	-.745	.457
	Government	128	5	.89			
Job satisfaction	Private	101	3.45	.77	227	-2.234	.026*
	Government	128	3.6	.74			

* $p < .05$

The difference between the job satisfaction and self-perception of the employees according to the institution type has been analyzed by t-test. A statistically significant difference was found between the institution type and job satisfaction of the employees ($p=.026$). It has been observed that the job satisfaction mean scores of the governmental institution employees ($\bar{X}=3.67 \pm .74$) were higher compared to the job satisfaction mean scores of the private institution employees ($\bar{X}=3.45 \pm .77$). No statistically significant difference was found between the institution type and self-perception of the employees ($p=.457$).

The difference between the job satisfaction and self-perception of the employees according to their nationality has been analyzed by t-test. As seen in Table 2, there is a statistically significant difference between the nationality and the job satisfaction of the employees ($p=.010$). It has been observed that the job satisfaction mean scores of the employees who were citizens of the Turkish Republic of North Cyprus (TRNC, $\bar{X}=3.63 \pm .75$) were higher compared to the job satisfaction mean scores of the employees who were citizens of the Turkey (TR, $\bar{X}=3.28 \pm .76$). No statistically significant difference was found between the nationality and self-perception of the employees ($p=.969$).

Table 2: *The Difference Between the Job Satisfaction and Self-Perception According to Nationality*

	Nationality	n	\bar{X}	Sd	df	t	p
Self-perception	TRNC	193	4.97	.83	227	.39	.969
	TR	36	4.96	.74			
Job satisfaction	TRNC	193	3.63	.75	227	2.589	.010*
	TR	36	3.28	.76			

*p<.05

One-way analysis of variance ANOVA was used to test whether there was a statistically significant difference between the job satisfaction and the self-perception of the employees in terms of the educational background and it has been presented in Table 3. The homogeneity of the variances was tested by Levene's test before the analysis and it has been understood that the job satisfaction ($F=,405$; $p>.05$) and the social comparison variances ($F=1,151$; $p>.05$) were equal. A statistically significant difference was observed between the job satisfaction and the level of education ($F=2.938$, $p=.021$). Tukey test was conducted in order to determine the groups that were affected by this difference. As a result of the conducted analyses, a statistically significant difference ($p=.034$) was found between the job satisfaction mean scores of the primary education graduate employees ($\bar{X}=2.94\pm.93$) and the job satisfaction mean scores of the postgraduate education graduate employees ($\bar{X}=3.84\pm.71$). No significant difference has been found among other groups. It has been detected that the education levels of the employees did not lead to any statistically significant difference for the job satisfaction scores ($p=.087$).

Table 3: *The Difference Between the Job Satisfaction and Self-Perception According to Education*

	Education	n	\bar{X}	sd	df	F	p
Self-perception	Primary E.	7	4.84	.66	4	2.063	.087
	Secondary E.	8	5.29	.52	224		
	High School	61	5.14	.76			
	University	121	4.83	.89			
	Postgratates	32	5.08	.61			
	Total	229	4.97	.82			
Job satisfaction	Primary E.	7	2.94	.93	4	2.938	.021*
	Secondary E.	8	3.66	.61	224		
	High school	61	3.43	.76			
	University	121	3.61	.75			
	Postgraduates	32	3.84	.71			
	Total	229	3.57	.76			

*p<.05

The difference between the job satisfaction and the self-perception of the employees according to working in their field of expertise has been analyzed by t-test (Table 4). A significant difference was found between working in the field of expertise and the job satisfaction of the employees ($p=.000$). It has been found out that the job satisfaction mean scores of the employees working in their field of expertise ($\bar{X}=3,79\pm.63$) were higher compared to those of the employees who were not working in their field of expertise ($\bar{X}=3,17\pm.81$). No statistically significant difference was found between the own occupations and self-perception of the employees ($p=.858$).

Table 4: *The Difference Between the Job Satisfaction and Self-Perception According to Working Field of Expertise*

	Work	n	\bar{X}	sd	df	t	p
Self-Perception	Yes	148	4.97	.82	227	.179	.858
	No	81	4.95	.82			
Job satisfaction	Yes	148	3.79	.63	227	6.467	.000**
	No	81	3.17	.81			

**p<.01

The difference between the job satisfaction and self-perception of the employees according to the problems they experienced in taking time off work has been analyzed by t-test (Table 5). A significant difference was found between the problems experienced in taking time off work and the job satisfaction of the employees ($p=.000$). It has been found out that the job satisfaction mean scores of the employees who did not have problems in taking time off work ($\bar{X}=3,66\pm.71$) were higher compared to those of the employees who had problems in taking time

off work ($\bar{x}=3,16\pm.84$). No statistically significant difference was found between the problems experienced in taking time off work and self-perception of the employees ($p=.188$).

Table 5: *The Difference Between the Job Satisfaction and Self-Perception According to Experience in Taking Time Off Work*

	Taking off Work	n	\bar{X}	sd	df	t	p
Self-Perception	Yes	41	4.81	.81	227	-1.321	.188
	No	188	4.99	.82			
Job satisfaction	Yes	41	3.16	.84	227	-3.948	.000**
	No	188	3.66	.71			

**p<.01

The difference between the job satisfaction and self-perception of the employees according to the clear and exact definition of roles has been analyzed by t-test (Table 6). There is a statistically significant difference between the clear and exact definition of roles and the job satisfaction of the employees ($p=.000$). It can be said that the job satisfaction scores of the employees whose job roles have been clearly defined ($\bar{x}=3,72\pm.69$) were significantly higher compared to the employees whose job roles have not been clearly defined ($\bar{x}=2,97\pm.76$). No statistically significant difference between the clear and exact definition of roles and the self-perception of the employees ($p=.201$).

Table 6: *The Difference Between the Job Satisfaction and Self-Perception According to Clear and Exact Definition of Roles*

	Definition of Roles	n	\bar{X}	sd	df	t	p
Self-Perception	Yes	185	4.99	.82	227	1.283	.201
	No	44	4.82	.82			
Job satisfaction	Yes	185	3.72	.69	227	6.300	.000**
	No	44	2.97	.76			

**p<.01

One-way analysis of variance ANOVA was used to test whether there is a significant difference between the job satisfaction and the self-perception of the employees in terms of the perceived socio-economic levels (Table 7). The homogeneity of the variances was tested by Levene's test before the analysis and it has been understood that the job satisfaction ($F=2,840$; $p>.05$) and the social comparison variances ($F=1,771$; $p>.05$) were equal. There is a statistically significant difference between the job satisfaction of the groups and the perceived socio-economic situations ($p=.002$). It has been identified that the socio-economic levels perceived by the employees highly affect the job satisfaction. Tukey test was conducted in order to determine the groups that were affected by this difference. As a result of the conducted analyses, it has been found out that there is a statistically significant difference ($p=.001$) between the employees with low socio-economic levels ($\bar{x}=3.09\pm.090$) and average socio-economic levels ($\bar{x}=3.64\pm.71$) and a statistically significant difference ($p=.047$) was also observed between the employees with low socio-economic levels ($p=3.09$) and high socio-economic levels ($\bar{x}=3.62\pm.77$). No significant difference was observed among the self-perception of the groups ($p=.959$).

Table 7: *The Difference Between the Job Satisfaction and Self-Perception According to Socio-Economic Levels*

	Socio-Economic Levels	n	\bar{X}	sd	df	F	P
Self-Perception	Low	27	4.98	.59	4	6.666	.002**
	Average	184	4.97	.84			
	High	18	4.91	.92			
	Total	229	4.96	.82			
Job satisfaction	Low	27	3.09	.09	4	.042	.959
	Average	184	3.64	.71			
	High	18	3.62	.77			
	Total	229	3.57	.75			

**p<.01

One-way analysis of variance ANOVA was used to test whether there is a significant relationship between the marital status and the self-perception of the employees (Table 8). The homogeneity of the variances was tested by Levene's test before the analysis and it has been understood that the social comparison variances ($F=019$;

$p > .05$) were equal. A statistically significant difference was found between the self-perception and the marital status of the employees ($p = .006$). It has been identified that the marital status of the employees significantly affects their self-perception. Tukey test was conducted in order to determine the groups that were affected by this difference. As a result of the conducted analyses, a statistically significant difference ($p = .004$) was found out between the married employees ($\bar{x} = 5.04 \pm .79$) and single employees ($\bar{x} = 4.54 \pm .81$).

Table 8: *The Relationship Between the Marital Status and Self-Perception*

	Marital status	<i>n</i>	\bar{X}	<i>sd</i>	<i>df</i>	<i>F</i>	<i>P</i>
Self-perception	Married	163	5.04	.79	4	3.728	.006**
	Single	39	4.54	.81	224		
	Engaged	13	5.17	.89			
	Divorced	8	5.25	.70			
	Widowed	6	4.81	.80			
	Total	229	4.97	.82	228		

** $p < .01$

Kruskal-Wallis Variance analysis (H) was used to test whether there is a significant relationship between the education and the job satisfaction of the employees (Table 9). No statistically significant difference was found between the marital status and the job satisfaction of the employees ($p = .389$).

Table 9: *The Relationship Between the Education and Job Satisfaction*

	Education	<i>n</i>	\bar{X}	<i>Sd</i>	Mean Rank	X^2	<i>P</i>
Job Satisfaction	Primary E.	7	2.94	.93	4	2.938	.389
	Secondary E.	8	3.66	.61	224		
	High school	61	3.43	.76			
	University	121	3.61	.75			
	Postgraduates	32	3.84	.71			
	Total	229	3.57	.76	228		

The data regarding the relationship between the job satisfaction and the age of the employees has been presented in the table below (Table 10). Pearson Product Moment Correlation Coefficient (r) was used to calculate the relationship between the job satisfaction, age and working hours of the employees. A positive and low significant relationship ($r = -.221$, $p = .001$) was found between the job satisfaction and the age of the employees. It has been identified that the job satisfaction increases as the age increases. A negative averagely significant relationship ($r = -.301$, $p = .000$) was found between the job satisfaction mean scores and the working hours of the employees. It has been detected that the working hours decrease as the job satisfaction mean scores increase.

Table 10: *The Relationship Between Job Satisfaction, Age and Working Hours*

		Age	Working hours
Job satisfaction	r	.221**	-.301**
	n	.001	.000
	p	229	229

** $p < .01$

DISCUSSION AND CONCLUSIONS

44.1% ($n = 101$) private sector employees and 55.9% ($n = 128$) governmental sector employees participated in this study in which the difference between the job satisfaction and the self-perception of the employees working at private and governmental institutions was analyzed. Better working conditions at governmental institutions compared to the private sector are factors that improve the level of job satisfaction of the employees working at governmental institutions. The results of this study have also demonstrated that there is a significant relationship between the institution type and the job satisfaction of the employees. It has been revealed that the job satisfaction of the governmental institution employees was higher compared to the private institution employees. No significant difference was encountered between the institution type and the self-perception of the employees. Having analyzed the literature, it has been observed in the study of Kadioğlu (2014) on the relationship between the job satisfaction and the self-esteem of the psychological counsellors that a significant difference is available between the institution type and the job satisfaction scores, therefore, the results of both studies support each other.

No significant relationship was found between the job satisfaction and the self-perception in this conducted study. The difference between the job satisfaction and the self-perception was analyzed in the literature but no studies were encountered, so some studies were encountered on the difference between the job satisfaction and the self-esteem. In the study of Aslan (2006), the level of self-esteem was observed to be increasing as the job satisfaction level increased. In the study conducted by Kadioğlu (2014) on the job satisfaction of the guidance teachers, a positive significant relationship was found between the self-esteem and the job satisfaction of the teachers.

The educational background of the employees can be said to significantly affect their job satisfaction, a significant difference was found between the job satisfaction of the primary education graduate employees and postgraduate education graduate employees. Having a look at the literature, a significant difference was observed in the study conducted by Aslan (2006) between the job satisfaction scores of the primary and secondary education graduate employees and PhD graduate employees. A significant difference was found between the job satisfaction and the education level in the study of Yılmaz and Dönmez (2013) and the high level of education was identified to be a variable predicting the job satisfaction. In the study of Karataş (2015), a significant difference was also observed between the job satisfaction and the level of education and the job satisfaction level of the individuals with higher educational background was higher compared to that of the other individuals. In the study of Kayhan (2008), a significant difference was detected between the job satisfaction and the education level and the job satisfaction of the associate degree graduate teachers was found to be significantly higher compared to the bachelor teachers. In the contrary, no significant difference was found between the education status and the job satisfaction in the study of Kadioğlu (2014). It has been observed that the studies in the literature revealed results which support and do not support each other.

Working in the field of expertise in which background education was received is a contributing factor to the job satisfaction of the employees. It has been found out that the job satisfaction of the employees working in their field of expertise was found to be higher at a statistically significant level compared to the employees who did not work in their field of expertise. There are results in the literature supporting this study. It has been found in the study conducted by Aslan (2006) that the employees working in their field of expertise had higher job satisfaction. Yılmaz and Dönmez (2013) found a positive relationship between working at an appropriate job with the received education and the job satisfaction. The results of the conducted studies support each other.

One of the factors affecting the job satisfaction is the capability to use permissions and the other is the definitions of the roles of employees. In this study, the job satisfaction of the employees who did not have problems in taking time off work was found to be higher at a statistically significant level compared to the employees who had problems in taking time off work. It has been found out in the study of Karataş (2015) that the job satisfaction scores of the individuals with 2 days off from work per week were higher compared to the other individuals and the employees who had time off work had higher job satisfaction scores compared to the others. The results of the conducted studies support each other.

Another factor affecting the job satisfaction is the socio-economic level. It has been identified in this study that the socio-economic levels perceived by the employees highly affect the job satisfaction. Having analyzed the literature, it has been found in the study of Bayrak (2014) that the teachers with the monthly income between 1500-3000TL have higher job satisfaction compared to the other teachers. Again, a significant difference was observed between the job satisfaction and the level of income, it has been identified that the individuals whose level of income was higher than the minimum wage has higher job satisfaction compared to the individuals whose level of income was lower than the minimum wage. However, no significant difference was found between the socio-economic status and the job satisfaction in the study conducted by Bilge, Sayan and Kabakçı in 2009. The results of the conducted studies support each other, while findings that do not support the research results are also available in the literature.

It has been identified in the conducted research that there is a significant difference between the self-perception of the married and single employees and there is no significant difference in terms of job satisfaction. Having the literature analyzed, no statistically significant difference was observed between the marital status and the job satisfaction in certain studies (Bilge, Sayan, Kabakçı, 2009; Kadioğlu, 2014; Uğur, 2015; Aslan, 2006). In contrary, the job satisfaction of the single teachers was found higher compared to the married teachers in the study of Bayrak (2014). In the study of Karataş (2015), a significant difference was also observed between the job satisfaction and the marital status and the job satisfaction level of the married and single individuals were higher compared to that of the divorced individuals. The literature consists of findings which support and do not support the study results.

A positive and low significant relationship between the age and the job satisfaction was found in this study. In the literature, a significant difference was found between the age groups and job satisfaction in the study of Kadioğlu (2014) and this difference was identified between the age groups 21-30 and 31-40 as well as the age groups 31-40 and 41+. In contrary, no significant difference was found between the job satisfaction and the age variable in some conducted studies (Uğur, 2015; Karataş, 2015; Aslan, 2006; Bilge, Sayan, Kabakçı, 2009; Yılmaz ve Dönmez, 2013). The literature consists of findings which support and do not support the study results.

No significant difference between the job satisfaction and the self-perception in terms of gender was observed in this study. Having the literature analyzed, no statistically significant difference was observed between the gender and the job satisfaction in certain studies (Bilge, Sayan, Kabakçı, 2009; Kadioğlu, 2014; Uğur, 2015; Karataş, 2015). In contrary to this, the job satisfaction of males was found higher compared to the job satisfaction of females in the study conducted by Aslan (2006). The male gender was detected as a variable which predicts the job satisfaction in the study of Yılmaz and Dönmez (2013). Kayhan (2008) observed in his study that there was a statistically significant difference between the job satisfaction levels of women and the job satisfaction levels of men. The literature consists of findings which support and do not support the study results.

A negative averagely significant relationship was found between the job satisfaction mean scores and the working hours of the employees. In the literature, there is a finding about a significant difference between the job satisfaction scores and the weekly working hours in the study of Karataş (2015). The results of both studies support each other.

A significant difference was found between the institution type and job satisfaction of the employees. It has been revealed that the job satisfaction of the governmental institution employees was higher compared to the private institution employees. A significant difference was identified between the education level and the job satisfaction of the employees. The job satisfaction of the employees working in their field of expertise was found to be higher at a statistically significant level compared to the employees who did not work in their field of expertise. It has been seen that the job satisfaction of the employees who did not have problems in taking time off work was found to be higher at a statistically significant level compared to the employees who had problems in taking time off work. There is a statistically significant difference between the clear and exact definition of roles and the job satisfaction of the employees. A significant difference was also observed between the socio-economic levels perceived by the employees and their job satisfaction. It has been retained that the job satisfaction of the employees working at a low socio-economic status was significantly lower compared to the employees working at a high socio-economic status. It has been identified that there is a significant difference between the self-perception of the married and single employees and there is no significant difference in terms of job satisfaction. A positive and low significant relationship was found between the age and the job satisfaction. A negative averagely significant relationship was found between the job satisfaction mean scores and the working hours of the employees.

Consequently, it has been identified that the job satisfaction of the governmental institution employees were significantly higher compared to the private institution employees. It has been observed that good working conditions of the employees, the lack of problems in obtaining permissions, clear definitions of the job roles, daily working hours, working in the field of background education, and the average and high socio-economic levels affect the job satisfaction of the employees.

The high level of job satisfaction of the employees in the professional life is a factor that improves the performance of the employees. It has been concluded in this study that the job satisfaction of the governmental institution employees was higher compared to the private institution employees. Having clear definitions of the roles at governmental institutions, permission possibilities and lack of problems in terms of using these permissions allowed the employees to have higher job satisfaction compared to the employees working at private institutions. It is proposed that making arrangements in order to raise the job satisfaction of the employees working in the private sector and to generate the standards of the work of human resources units at the governmental institutions would be beneficial and would raise the job satisfaction of the employees. The role definitions of the employees can clearly be defined, their roles can be clarified, arrangements can be made regarding the permissions and their job satisfaction can be improved. It is believed that prospectively planned need-oriented studies to be conducted by the relevant ministries on education, guiding individuals correctly in a realistic manner during career choosing process will decrease the number of unemployed individuals or unhappy employees due to the lack of job satisfaction at work, will improve the quality of the implemented work in both sectors (private and government) as well as bringing together the short and long-term positive results together for individuals, work life and the country itself.

This study revealed the level of job satisfaction of the employees working in the private and governmental sectors in the TRNC. The employees in the Nicosia district in the TRNC were reached via the appropriate sampling method by using descriptive scanning model. A wider sampling would provide the generalization of the results. This descriptive study sheds light on other studies and it is recommended to research its effectiveness by experimental studies. Depending on the results of this study, it is recommended to organize in-service education related to job satisfaction and self-perception.

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