



## **EMPLOYEE JOB SATISFACTION ACCORDING TO EDUCATION LEVEL, AGE AND WORK EXPERIENCE**

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### **Abstract:**

*In today's corporate environment, employee job satisfaction is essential to business performance. Job satisfaction may be influenced by a variety of employee demographic factors, and the potential outcomes require numerous sector-specific studies in the field. This study investigates the differences that might be created by a set of individual demographic variables such as job education level, age, and work experience on employees' job satisfaction. The Job Satisfaction Index created by Brayfield & Rotbe (1951) and shortened by Judge et al. (1998) was utilized as the measurement tool. Convenience sampling was used to distribute the questionnaires to employees serving as store salespeople in the retail sector. 350 questionnaires were collected in total and 315 valid questionnaires were taken into final analysis. The variables were examined using the ANOVA, and Tukey tests. As the result of the analysis, it was observed that age and work experience do not cause any difference in the average job satisfaction scores of employees, but education level does. According to the research sample, the participants' job satisfaction scores differ depending on whether they have a university education or not. Employees with a university education have relatively lower job satisfaction average scores than employees without a university education. The study provides several suggestions for retail organizations on people management and recommendations for future researchers regarding the analysis of demographic variables.*

### **Keywords:**

Job Satisfaction, Education Level, Age, Work Experience

## **1. Introduction**

Due to increased competition, communication, globalization, regional and global economic crises, and pandemics, it is challenging for employees to maintain their job satisfaction in today's workplace. With the development of technology and the rise in prominence of remote work, people's working habits and levels of job satisfaction have started to change. Since business conditions became more dynamic, companies can simply take decisions to downsize and lay off employees to cut costs. Therefore, ending the employer-employee relationship has become simpler. As per research, job satisfaction can vary considerably depending on individual and organizational factors. Individual demographic factors such as gender, marital status, age, education level, and work experience may affect job satisfaction, whereas organizational factors such as the type of work, job duties and workplace culture may also have an impact. Within this context, the aim of this research is to understand the individual demographic factors (education level, age, work experience) that may indicate a difference in job satisfaction of store salespeople working in the national retail industry. The retail industry was chosen as the research sample due to fact that jobs in this industry can be demanding, fast-paced, and require employees to be available to customers almost the entire working day. The findings of this research may contribute to the creation of commercial strategies aimed at raising employee job satisfaction and assisting future researchers in selecting a various demographic focus for research.

## **2. Conceptual Background**

A job is a task or a group of tasks that are carried out for compensation, frequently with the intention of supporting oneself. There are many different types of jobs, including office work, physical work, remote work, providing services, and selling goods etc. Jobs give people the chance to earn money and support themselves and their families. Jobs can also provide a sense of purpose, structure, and social connection for people. Depending on the sector, the

organization, and the role, the nature of jobs can differ considerably. Job satisfaction is a measure of an employee's satisfaction with their job. It is a subjective evaluation based on an individual's perception of their job. Numerous factors, such as the actual nature of work (Spector, 1997), salary (Malik et al., 2012; Iqbal et al., 2017), fringe benefits (Artz., 2010), promotion opportunities (Kosteas, 2011; Mustapha & Zakaria, 2013), job security (Wilczyńska et al., 2016), coworkers and supervisor relationships (Stringer, 2006), workplace conditions (Ma & MacMillan, 1999), work-life balance (Haar et al., 2014; Mas-Machuca et al., 2016), workload (Lea et al., 2012; Tentama et al., 2019), organizational culture (Lund, 2003; Belias & Koustelios, 2004), and leadership (Haider & Riaz, 2010; Sun et al., 2016) can have impact on job satisfaction. Job satisfaction may lead to motivation (Tietjen & Myers, 1998; Alshallah, 2004), productivity (Inuwa, 2016), engagement (Simone et al., 2018), and commitment to the job (Aydogdu & Asikgil, 2011; Pehlivanoglu et al., 2022). On the other hand, low levels of job satisfaction can cause absenteeism (Hacket, 1989; Kristensen et al., 2006), turnover (Randhawa, 2007; Mudor, 2011), burnout (Tsigilis et al., 2004; Kara, 2020), and reduced general well-being (Verbrugge, 1982; Lu et al., 1999). Due to these attributes, job satisfaction is an important concept for organizations, institutions, and society as well as for individuals.

For many years, researchers have studied the concept of job satisfaction. Hoppock (1935) has carried out one of the concept's pioneering studies. Later, Maslow (1943)'s Hierarchy of Needs, The Two-Factor Theory by Herzberg, et al. (1959); The Job Characteristics Model by Hackman & Oldham (1975); Range of Affect Theory by Locke (1976); The Person-Environment Fit Theory (Lawton, 1983); The Social Exchange Theory (Homans, 1958; Blau, 1964) all contributed to the job satisfaction theory (Pehlivanoglu et al., 2022). These studies provided evidence of the effects of job satisfaction on both individuals and organizations. Over the years, various measurement tools have been developed to assess the concept of job satisfaction. In this study, one of the most used job satisfaction measurement indexes in the literature, developed by Brayfield and Rothe (1951) and shortened by Judge et al. (1998), was used. Due to its potential to significantly affect both individual and organizational outcomes, job satisfaction constitutes an important area of study. Research on job satisfaction can assist organizations in identifying the elements that affect employee satisfaction and in formulating plans to enhance both job satisfaction and employee well-being.

According to the findings of various studies in the literature, there are some demographic factors that affect job satisfaction. These can be examined in two different classes as individual and organizational demographic factors. Individual factors personally include socio-demographic characteristics such as gender, marital status, age, work experience, education level, and similar characters. Organizational factors, on the other hand, depend on institutional relations. Different individual demographic factors, as the focus of this study, may contribute to an employee's level of job satisfaction. These demographic traits are subjective, so they differ from person to person. This study examined some of these variables, such as education level, age, and work experience, by gathering data from the national retail industry. Within this framework, the following section will concentrate on the research's methodology and hypotheses. The outcomes will then be discussed considering prior research on demographic factors in the literature.

### 3. Hypothesis Development

Studies examining the relationship between individual demographic factors and job satisfaction (JS) show that a variety of demographic factors influence job satisfaction. Regarding this research area, the studies are primarily focused on variables such as gender, marital status, age, education level and work experience. In this study on retail salespeople, education level, age, and work experience were taken into consideration as individual demographic factors. Past research investigating each individual demographic factor; including education level (Glenn & Weaver, 1982; Bilgiç, 1998; Ganzach, 2003; Gürbüz, 2007; Fabra & Camisón, 2009; Bush & Lowery, 2016; González et al., 2016; Muntazeri & Indrayanto, 2018), age (O'Brien & Dowling, 1981; Janson & Martín, 1982; Brush et al., 1987; Beng Ang et al., 1993; Clark et al., 1996; Oshagbemi, 1998; Bellou, 2010; Demirtas, 2010; Saner & Eyüpoğlu, 2012), and work experience (Menon & Athanasoula-Reppa, 2011; Gesinde & Adejumo, 2012; Chien & Yick, 2016; Soni, et al., 2017) were all reviewed when establishing the research hypotheses. For each selected individual demographic variable, the ensuing hypotheses were tested. The current study's three hypotheses— education level, age, and work experience are listed below:

H1: There is a significant difference in the JS average scores with respect to education level groups.

H2: There is a significant difference in the JS average scores with respect to work experience groups.

H3: There is a significant difference in the JS average scores with respect to age groups.

#### 4. Research Methods

This is a quantitative study. Questionnaires were used to collect information necessary for the research. The research was carried out using IBM SPSS 22.0 and AMOS 23.0 software. The construct validity of the scales was determined using explanatory factor analysis (EFA). To specify the scale's reliability, Cronbach's alpha values were calculated. The differences in the job satisfaction average scores of the employees according to the individual demographic variables were examined by several tests. ANOVA and Tukey tests were used for analyzing the individual demographic variable groups, including, education level, age, and work experience.

##### 4.1. Sampling and Measures

The analysis was evaluated using a five-point Likert type scale derived from existing literature. Three demographic questions and a single job satisfaction scale comprise the measurement tools. To measure Job Satisfaction the scale suggested by Brayfield & Rothe (1951) and shortened by Judge et al. (1998) with 5 items were used. The research universe comprises of employees working as store salesperson at the retail industry in Türkiye. 350 questionnaires were distributed between Jan-April 2023 by convenience sampling method. 315 of these were found to be valid for statistical analysis. The sample population demographics are as follows: 41% are between 18-29, 38% are between 30-39, 21% are above 40 years old. In terms of education, 67% of them do not have a university degree, 27% have university degree, 6% have postgraduate degree. In terms of work experience 27% of them have 0-5 years, 46% have 6-15 years, 27% have above 16 years.

##### 4.2. Construct Reliability and Validity

To determine the sample's adequacy and suitability, Kaiser Meyer Olkin (KMO) and Bartlett sphericity test statistics were examined in relation to Beavers et al. (2013)'s threshold test limits of KMO greater than 0.60 and significant Bartlett test result. The job satisfaction scale KMO coefficient was 0.787, with a significant Bartlett statistical test result ( $p = 0.00$ ). The results demonstrated that the sample was sufficient and appropriate for further analysis. Explanatory factor analysis was used to evaluate the scale's factorial structure in the second step. The analysis included all the items. Only variables with a value of 0.50 or higher were included in the final scale. As a result of EFA shown in Table 1, four out of five items met the threshold levels, with only one item (JS03) being excluded from the analysis. The total variance explained value reached 69%. The third step was to conduct a reliability analysis. Cronbach's alpha reliability was chosen to determine the scale's internal consistency. Cronbach's alpha values should be at least  $\alpha \geq 0.60$  in this analysis (Gliem & Gliem, 2003). According to the results of the analysis in Table 2, the reliability of the scale was found to be higher than the expected level.

**Table 1. Results of factor analysis**

Variables	Items	Factor Loads
Job Satisfaction	JS01	0.875
	JS02	0.853
	JS04	0.829
	JS05	0.737

**Table 2. The Cronbach's Alpha value**

Scale	Number of items	Cronbach's Alpha
Job Satisfaction	4	0.843

##### 4.3. Test of the Hypotheses

In this part of the study, the results regarding the hypotheses tests are given. The results of each hypothesis test are presented under the relevant individual demographic variable.

#### 4.3.1. Education Level

In this hypothesis, the respondents' job satisfaction average scores according to the education level (below university degree, university degree, postgraduate degree) groups were examined by one-way ANOVA analysis. Prior to analyses, the assumptions of ANOVA, independence of cases, normality and homoscedasticity were tested. All were found fulfilled. As a result of one-way ANOVA analysis, given at Table 3, significant differences between the job satisfaction average scores of education level groups were observed. Therefore, H1 was accepted. A Post Hoc multiple comparison was done, and Tukey test was applied (Table 4). The means for each individual demographic variable are as follows: below university degree  $\mu$ : 4,197, university degree  $\mu$ : 3,621, postgraduate degree  $\mu$ : 3,533. Finally, it was revealed that employees without any university degree have higher job satisfaction scores compared to university degree and postgraduate degree education level groups.

**Table 3. ANOVA for Education Level groups**

Dimension	Groups	Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	24,355	2	12,178	21,563	0,000
	Within Groups	176,200	312	,565		
	Total	200,555	314			

**Table 4. Tukey test results for Education Level groups**

(I)	(J)	Mean	Std.	Sig.	95% Confidence Interval	
Edu	Edu	Difference (I-J)	Error		Lower Bound	Upper Bound
1,00	2,00	,57599*	,09648	,000	,3488	,8032
	3,00	,66384*	,18450	,001	,2294	1,0983
2,00	1,00	-,57599*	,09648	,000	-,8032	-,3488
	3,00	,08784	,19498	,894	-,3713	,5470
3,00	1,00	-,66384*	,18450	,001	-1,0983	-,2294
	2,00	-,08784	,19498	,894	-,5470	,3713

\*p < 0.05

#### 4.3.2. Age

In this hypothesis, the respondents' job satisfaction average scores according to the age (18-29 years, 30-39 years, 40+ years old) groups were examined by one-way ANOVA analysis. Prior to analyses, the assumptions of ANOVA, independence of cases, normality and homoscedasticity were tested. All were found fulfilled. One-way ANOVA analysis revealed that there is no significant difference in the average job satisfaction scores between age groups (Table 5). Therefore, H2 was rejected. As there was no significant difference, Post Hoc test was not applied.

**Table 5. ANOVA for Age groups**

Dimension	Groups	Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	,022	2	,011	0,17	0,983
	Within Groups	200,533	312	,643		
	Total	200,555	314			

### 4.3.3. Work Experience

In this hypothesis, the respondents' job satisfaction average scores according to the work experience (1-5 years, 6-15 years, 16+ years) groups were examined by one-way ANOVA analysis. Prior to analyses, the assumptions of ANOVA, independence of cases, normality and homoscedasticity were tested. All were found fulfilled. One-way ANOVA analysis revealed that there is no significant difference in the average job satisfaction scores between work experience groups (Table 6). Therefore, H3 was rejected. As there was no significant difference, Post Hoc test was not applied.

**Table 6. ANOVA for Work Experience groups**

Dimension	Groups	Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	,324	2	,162	0,253	0,777
	Within Groups	200,231	312	,642		
	Total	200,555	314			

## 5. Discussion

Job satisfaction has been a popular research topic over the last few decades. Many theoretical models have been developed and studies from different countries have provided a better understanding of the causes and consequences of job satisfaction. Job satisfaction is influenced by several individual demographic variables. According to the results of the study, one of the three tested hypotheses was confirmed. It has been observed that store salespeople with university degrees are less satisfied with their jobs than those without university degree. Research in the literature have demonstrated that individual demographic factors significantly create differences in job satisfaction of employees. In some studies, in the literature, educational level is found to be a significant determinant of job satisfaction. Individuals with a higher level of education are more likely to be satisfied with their jobs (Verhofstadt et al., 2007; Özüpek, 2019; Elibüyük & Güney, 2020). It could be because they have more job autonomy, more difficult job tasks, and higher salaries. There are also studies mentioning the opposite relationship where individuals with higher level of education are found to be less satisfied compared to the other education level groups (Toker, 2007; Kaya, 2007; Uysal, 2018). This may be the case for those who work in more routine jobs but believe they are deserving of a better one with decent pay. Work experience, according to some studies, is another demographic variable that has been found to influence job satisfaction. Workers who have been at their current job for a longer period report higher levels of job satisfaction (Yeşilyurt & Koçak, 2014; Chirchir, 2016; Yücel & Koçak, 2018). It might be possibly because they have developed relationships with coworkers and supervisors and have a greater sense of job security. Employees with a longer tenure also may have more opportunities for advancement, which may lead to higher job satisfaction. However there also studies reporting that employees with the more years of work have less job satisfaction compared to others (Clark, 1996; Shahnaz et al., 2014; Dobrow et al., 2018). Also, some studies mention that age is a determinant factor in job satisfaction. Older employees are generally found to be more satisfied with their jobs than younger employees (Tor & Esengün, 2011; Koçoğlu, 2015; Karaman, 2018), and there are also studies contending vice versa. Furthermore, it should be noted that there are studies in the literature that could not observe any influence of individual demographic variables on job satisfaction.

## 6. Conclusion

This research investigated whether individual demographic factors make a difference to employees' job satisfaction. The results of the research showed that there is no significant difference according to the age and work experience demographic groups in terms of job satisfaction, but there are significant differences according to education level groups. It has been observed that store sales employees with university education in the retail sector have lower job satisfaction average scores than those without university education. There may be several reasons for this finding. Being a retail salesperson requires face-to-face contact with customers throughout the day and it is a physically demanding job. The job requires maintaining strong customer relationships, carrying out promotions to sell the product in the store, constant concentration on the job and physical activity. Moreover, all these efforts do not allow the person to earn a very high salary. Employees without a university degree may be more satisfied in their job and

think that it will be more difficult to find a job outside the company. Employees with a university degree, on the other hand, may not be looking to continue their career as store sales personnel, but to be promoted. At the same time, university graduates may think that there are more job opportunities outside and that they are more likely to get a job. This situation may lead to lower levels of job satisfaction among university graduates in the retail sector than among non-graduates. The fact that, in comparison, employees with a higher level of education have lower levels of work satisfaction may require companies to take this variable into account when designing policies and practices to ensure employee satisfaction. Businesses should adopt strategic human resource management practices due to the significance of each employee's performance in the workforce. Retail businesses that place a high priority on employee satisfaction are more likely to have motivated, engaged workers, which can lead to increased productivity, superior customer service, and better profits. Therefore, organizations should periodically measure and report on employee satisfaction, hold meetings with human resources and line managers on employee satisfaction, and engage in activities to increase employee satisfaction. This satisfaction can be attained by upholding empowerment, encouraging management, training opportunities, alternative career development paths, promoting work-life balance, cultivating a positive work environment, and offering competitive pay and benefits. It's important to remember that these individual demographic variables are not the only variables that can affect job satisfaction. People's experiences and perspectives of their jobs can differ greatly. Furthermore, assumptions about a person's likelihood of success in the workplace or job satisfaction should not be solely based on demographic factors. Only this research's sample size will be relevant to the conclusions. The results must be interpreted considering the study's limitations. The findings of the study are based on the opinions of 315 retail employees in Türkiye. Working with a diverse sample drawn from various industries will allow for a more thorough analysis.

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