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## The Comparison Of The Individual Performance Levels Between Full-Time And Part-Time Employees: The Role Of Job Satisfaction

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### Abstract

Current firms, that should especially provide continuous service and implementing flexible working policies to accommodate themselves to competition, often apply different working status together to achieve targets. In this research, performances of part-timers, whose numbers are significant and who are thought to contribute more than meets the eye, and differences of their feelings towards the job, were shown comparatively with full-timers. Whether their performance levels and job satisfactions are affected or not by status, and to what extent job satisfaction can explain performance difference, is the main research problem.

In this context, questionnaires that include demographic, job satisfaction and performance questions, were applied on 130 salespeople who work in an international sportswear brand's stores in Istanbul. Part-timers' job satisfaction and performance levels were found significantly higher, but job satisfaction was found to be insufficient to explain performance difference was observed by comparing correlations obtained from Fisher-z transformation.

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### 1. Theoretical Frame

Flexible working methods have great importance due to affecting the lives and attitudes and behaviors towards work of individuals, allowing to devote time to responsibilities beyond work and enabling the individuals to enjoy their works more (Altındağ and Siller, 2014). As per the definition made by ILO, part-timers have been specified as “employees whose normal working period is lesser compared to full-timers in the same workplace” (ILO, 2004a).

Part-time working conceptually has three basic features. The first one is that hours of work are shorter based on the working hours on the workplace. And the second one is the continuity of business relationship. The shortness of the hours of work of part-time working should have the quality of being continuous. And the final feature is the free

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establishment of the business relationship. And the meaning of this is that the parties make the decision of part-time working and employment based on free will, and that the working hours shouldn't be obligatorily shortened afterwards (Centel, 1992). Part-time working is up to the preference of the employee. In other words, obligation and involuntariness shouldn't be confused. The concept of involuntariness is being used in cases when the individual is working or being pushed to work as a part-timer despite he wants to work for longer hours (OECD, 2010).

### *1.1. Partial Inclusion Theory*

Partial Inclusion Theory, which asserts that the individuals have different roles in different social systems, is a theory being used in order to explain the different attitudes and behaviors of the full-timers and part-timers. Partial Inclusion Theory is asserting that the individuals are members of different social systems and that they have different roles. It has been asserted that different behavioral results may be obtained as the individual has various roles beyond professional life, as he cares more the activities beyond work or as he is not informed much about the organization. Demographic differences are also affecting the attitudes of part-timers and full-timers towards work. Especially age, experience and education are significant factors affecting this difference. Person-job fit also plays a significant role in this difference. If there is a rapport in between the expectations of the individual and the things presented by work, the attitude is able to develop in positive direction. Especially the high potential of the part-timers to be affected from the condition of involuntariness is increasing the importance of the theory. Within the scope of this theory, in the studies of Eberhardt and Shani (1984) by which the job satisfaction of part-timers is found higher, it has been asserted that part-timers are involving less in the social system of the organization compared to full-timers, that they are being informed less and that they are unable to exhibit a negative attitude against problems and policies as they don't have sufficient information.

### *1.2. Frame of Reference Theory*

In another theory called Frame of Reference Theory that is based on the equity theory of Adams, if the individuals perceive a difference when they compare themselves with their environment and with another comparable individual in the environment, that condition drags the individual to dissatisfaction. Based on the theory, the attitudes of part-timers are changing as per the individuals with whom they compare themselves at the organization and outside of it. Part-timers are generally able to compare themselves with the full-timers, and this may cause the part-timers to exhibit an attitude in negative direction. But as the expectations of part-timers are low and as they are sometimes comparing themselves with the other part-timers, their satisfaction levels are able to be found higher. It is able to be observed that part-timers are sometimes exhibiting more positive feedback than full-timers in respect of social exchange. In the Frame of Reference Theory, the individual is being compared with the individuals in his environment, and when the part-timers compare themselves with the full-timers, their job satisfaction may decrease or no change may arise when they compare themselves with other part-timers. But the individuals are sometimes able to exhibit positive attitudes against the work by comparing themselves with the ones in the society, or they are able to worry by the opportunities that they may find in other business opportunities. It may be said that full-timers may approach their condition more negatively due to the career and competition stress felt by them compared to part-timers whose expectations are lower (Çalışkan, 2005; Eberhardt and Shani, 1984; Thorsteinson, 2003).

### *1.3. Theory of Social Exchange*

Theory of social exchange, which requires the returns that are not specified in advance, specifies the expectation of returns against doing a favor to another individual (Coyle-Shapiro and Conway, 2005). For instance, part-timers are able to exhibit higher performance in social exchange by high autonomy, or they are able to exhibit positive behaviors, and the full-timers are caring the material issues more (Marchese and Ryan, 2001). For full-timers, the work is constituting the significant part of life (Çakır, 2001). And the main purpose of part-time working is to achieve the premise causing the individual to choose part-time working.

Job satisfaction is, the emotional responses that the individual exhibit against their job as the result of the comparisons they make in between the things they desire, expect or deserve and the reality (Oshagbemi, 2000). The determinants of job satisfaction are various. Being appreciated, communication, colleagues, benefits, working conditions, nature of work, institution, policy and procedures of institution, wage, development of employee,

promotion opportunities, honoring, work safety and audit factors are determinant factors of job satisfaction (Spector, 1997). Such factors regarding the work and working environment are organizational factors. And experience, age, educational level, intelligence, gender, belief and values are personal factors affecting the satisfaction of the individuals (Sevimli and Işcan, 2005). Finally, as in the Partial Inclusion Theory, comparable environment or society is also affecting the job satisfaction. This relation generally has a negative direction. And the reason of this is that the individual compares himself and his job with social conditions, and as a result, approaches positively to his status (Çalışkan, 2005).

According to Strauss, the relation in between morale and productivity can simply be described as high morale causes higher productivity (Judge et al., 2001). One of the theories being used for describing this relation in between job satisfaction and performance is the Social Cognitive Theory. According to this theory, it is being anticipated that attitude towards the job affects the behavior towards the job, that the behaviors towards the job are leading the formation of attitudes towards the job, and that job satisfaction and performance are in mutual interaction (Edwards et al., 2008). Based on the thought that “the ones working happy is the one working efficiently”, it can be said that job satisfaction creates a significant difference on performance, and that the satisfaction of individuals from their job, their happiness or their psychological comfort affect their performances (Wright et al., 2002).

The part-timers may better program their lives, work as more energetic and motivated as they have the opportunity to work as per their biological clocks, devote time to their social and private lives, and face lower stress due to having lower expectations from their work lives, due to having less responsibility and due to difference of the factors that motivate them (Kutal, 1991; Parlak and Özdemir, 2001; Thurik and Wijst, 1984). Besides, part-time working is able to cause the individuals to enjoy their jobs more due to a reason such as spending less time in traffic in large cities (Altındağ and Siller, 2014). While all these changes are causing the individuals to be satisfied from life, it is expected that it will indirectly cause the individuals to be satisfied or dissatisfied from their jobs as being affected by an happiness or problem that they face through its spill-over effect (Spector, 1997).

Individual performance specified the difference in between the expectations from the employee and the performance he exhibits. It is the indicator of efforts that the individuals or groups exhibit in the name of the purpose they determine for themselves (Çöl, 2008). And the concepts such as effectiveness, yield, productivity, quality, quality of working life and profitability are also indicators expressing performance. These concepts enable the performance to be completely measured. It is possible to specify many factors affecting the performance. The skills, experiences, motivations, requirements of the individual, personal factors arising from their psycho-social and demographic characteristics, encouragement, guidance, support of managers, vision, mission, strategies, leadership, leadership factor caused by the climate and culture of the institution, support of colleagues, chemistry of the team, business systems, mode and methods of working, system factor specifying the use of manual or intense technology, environment factor caused by physical, social, economic or legal conditions arising by pressure -from inside and outside the organization- and change are the factors affecting the individual performance in general terms (Öztürk, 2009; Yener and Kurt, 2008; Yilmazer, 2012).

In respect of the aspect that the status of work affects performance, when we compare two statuses, in part-time working it is being ensured for the individuals to be more effective as their biological clocks will be considered due to being able to determine the working hours beforehand, and the stress is decreasing along with the benefits caused by flexibility. Moreover, as flexible working is increasing autonomy, it is also increasing the performance (Baltes et al., 1999). Also, while being able to devote more time to life beyond work is preventing lateness to work and stress such as traffic and enabling to be more energetic while devoting time to work, it is also increasing the concentration (Altındağ and Siller, 2014). Due to flexible working and devoting time to social life, it increases performance by enabling the balance of work and family life, and decreases the negative spill-over effect. In working with longer periods, the performance of the individual is changing in each increasing hour. While the increase of working hours is decreasing the commitment and future acquisitions of the individual, it is also causing the arise of time conflicts, decrease of quality of social life and decrease of working performance after a while (Golden, 2012). Better working times have motivational effects, and they are increasing the productivity of the employee. When it is considered in physiological aspect, the individuals are required to adjust their concentrations and tempos very well under long working periods and work load (ILO, 2004b). It is being expected for productivity to increase in someone working for four hours compared to someone working for eight hours. Because it is more probable for someone working for four hours to keep pace with a faster tempo (Greenwald and Liss, 1973). When this condition is considered, frequent breaks and slowing down of full-timers is in subject. While the increase in working periods is decreasing the output in long term, working by shorter period increases the tempo and decreases the physical problems (ILO, 2004b).

## 2. Research

“Whether the working status affects the performance levels and job satisfaction of employee or not, and how much the job satisfaction clarifies the performance differences” constitutes the main research question of this research. The independent variable of the research’s model is working status, its mediator is job satisfaction, and its dependent variable is individual performance. The working status consists of 2 sub-dimensions as being part-time and full-timer working methods. The effect of working status will be assessed over the difference analysis of 2 sub-dimensions. Moreover, job satisfaction consists of 6 sub-dimensions and individual performance consists of 2 sub-dimensions. By the foresight that job satisfaction and individual performance will be affected from the difference of status, and that the job satisfaction will be a significant cause of the arise of performance difference, the job satisfaction has been determined as a mediator.

The researches made in Turkey regarding part-time working are limited. Especially no research examining the job satisfaction and performance of this group has been encountered. And in foreign literature, by examining different sectors, companies or job descriptions in a part of the comparisons made with full-timers, the results of ones working under different environment and conditions have been assessed together. In order to control the effects of other factors, the ones working in the same company, in the same position and with the same job description have been subjected to examination in our study. Moreover, in none of the foreign studies, the job satisfaction has been used as a mediator variable in explaining the difference of performance. Another important dimensions of the study are the socio-cultural and economic dimensions. Opening a new field for future studies, which will research and compare the differences arising from socio-cultural structure between researches in developed countries and developing countries, is constituting another purpose and contribution of our study.

In our study, where voluntary sampling method is used, questionnaire was applied to equivalent part-timers and full-timers working under a single brand and in the same hierarchical position and with the same job description. Data was collected through 130 questionnaires obtained from 150 salespersons of an international sports wear company having 3 stores in Istanbul. 53 questions consisting of 3 sections have been directed to the respondents. 13 demographic questions has been included in the first section of the questionnaire, 28 job satisfaction questions has been included in its second section, and 12 performance questions has been included in its final section. In order to measure the job satisfaction, five point likert type scale having 6 sub-dimensions –which was used by Bakan and Büyükbeşe (2004)- have been used. The job satisfaction has tried to be measured by 7 questions relevant to satisfaction from the nature of work, 2 questions relevant to satisfaction from the image of institution, 7 questions relevant to satisfaction from the manager, 5 questions relevant to satisfaction from managerial approach, 4 questions relevant to satisfaction from colleagues, and 3 questions relevant to satisfaction from wage. And in order to measure the performance, five point likert type questionnaire prepared by Choo (1986) has been used. Choo has revealed by this questionnaire that there is no statistically significant difference in between the scores arising as the result of self-assessment of the employee and the scores arising as the result of assessment of the employee by its supervisors, and that there is a strong positive correlation in between the results relevant to these two methods (Choo, 1986).

### 2.1. Findings Relevant to the Universe of Research

Among 130 respondents in 3 stores who participate in the research, 79 of them are part-timers and 51 of them are full-timers. The number of respondents whose ages are in between 21-25 are 100. And in their distribution as per educational levels, while it is observed that the number of respondents at undergraduate level is 85, the fact that 105 respondents are living with their families is among notable data. And among the answers provided regarding reasons directing them to prefer part-time working involuntarily, 2 of the respondents have provided the answer of not becoming unemployed and not being able to find full-time job. In the light of similar demographic characteristics, it can be said that age, the concept of voluntariness/ involuntariness and sense of autonomy will not affect the research.

### 2.2. Factor and Reliability Analysis of the Data

As the result of factor analysis applied on job satisfaction scale, 6 sub-dimensions have been obtained. While all the 28 questions are able to be included in the analysis, and while part-timers are being assessed in the separate factor analysis applied on working statuses, according to the results of full-timers, 3 questions have been removed from the data, and this group have been assessed over 25 questions. In the first analysis performed, question 28 getting the value of 0.40 as remaining below 0.50 in the anti-image correlation matrix, and question 7 which could not be

assessed under any sub-dimension as remaining below 0.50 have been removed from the analysis. And then, in the analysis that have been made again, question 25 causing the reliability coefficient of “satisfaction from colleagues” sub-dimension to increase to 0.908 from 0.899 in case of being removed from the analysis, has also been removed from the analysis, and the factor analysis has been repeated (Saruhan and Özdemirci, 2011).

The Cronbach's Alpha value of job satisfaction is 0.929, indicates that it is a reliable scale. And the conformity degree of KMO value to factor analysis by 0.859 is at the level of “perfect” (Durmuş, Yurtkoru and Çinko, 2013). The scale, that has been examined under 6 sub-dimensions in the study of Bakan and Büyükbeşe (2004), has been gathered under 6 sub-dimensions in here. As there is no question remaining under 0.50, that remains single under the sub-dimension, or having close factor weights under different sub-dimensions, the removal of any questions has not been required. As the Cronbach's Alpha values of sub-dimensions are over 0.70, it has been observed that the sub-dimensions are reliable. Even if the performance scale of Choo (1986) has not been divided to sub-dimensions, it has been divided to 4 sub-dimensions in the factor analysis of this study. But as the Cronbach's Alpha values have been found as 0.684 for the communication performance sub-dimension, and as 0.661 for the behavior performance sub-dimension in the reliability tests performed, it has not been included in the analysis. In this context, factor and reliability analysis has been performed again by 7 questions in total which have been gathered under 2 sub-dimensions. As the Cronbach's Alpha value is 0.802 in the general reliability analysis made relevant to performance scale, it has been assessed as a reliable scale. The KMO value of performance questionnaire has been observed as 0.734, and this has indicated that the scale is homogenous and that it is convenient for factor analysis at good level. As Sig. =0,000<0,05, it indicates that the variables used are meaningful and that the variables are suitable for analysis. As the reliability values of 2 sub-dimensions are over 0.70 ( $r=0,842; 0,775$ ), it is able to be said that they are reliable. And it has been observed that the factor loads of each question are over the value of 0.50.

### 2.3. Findings Relevant to Effects of Demographic Characteristics

In the light of the answers provided for the first 13 questions in the questionnaire, the variables having/not having an effect on job satisfaction and performance have been determined. But the variables of age, life style, reason of preference of part-time working, working in extra job and working with manager -which were gathered under a single response group- have not been included in the examination. Hypotheses are as follows:

*H<sub>1</sub>:The gender variable affects job satisfaction.*

*H<sub>2</sub>:The educational status variable affects job satisfaction.*

*H<sub>3</sub>:The educational status variable affects performance.*

*H<sub>4</sub>:The number of years of working at the institution variable affects the job satisfaction.*

*H<sub>5</sub>:The number of years of working at the institution variable affects the performance.*

*H<sub>6</sub>:The number of years of working in the sector variable affects the job satisfaction.*

*H<sub>7</sub>:The number of years of working in the sector variable affects the performance.*

Within the scope of normal distribution analysis, it will be based on the skewness and kurtosis values. In case the skewness and kurtosis values are in between +2.00 and -2.00, one of the parametric tests will be applied (George and Mallery, 2010). As the kurtosis value of only gender variable has been found as 2.031 among all the variables to be addressed, Mann Whitney U test will be applied. According to the results of Mann Whitney U test performed among genders, even if the job satisfaction averages of women (68,46; 4450,00) seems higher than the job satisfaction averages of men (62,54; 4065,00), it has been observed that it is not a significant difference ( $U=1920; Sig=0,370>0,05$ ). According to T-test results of effects of educational status variable on job satisfaction and performance, no significant difference was observed in respect of job satisfaction ( $Sig=0,508<0,05$ ) and performance among groups ( $Sig=0,794>0,05$ ). According to the ANOVA test results of number of years of working at the institution, no significant difference was observed in respect of job satisfaction ( $Sig=0,137>0,05$ ) and performance ( $Sig=0,598>0,05$ ). Finally, according to the ANOVA test results of number of years of working in the sector, no significant difference was observed in respect of job satisfaction ( $Sig=0,291>0,05$ ) and performance ( $Sig=0,483>0,05$ ). In the light of all these results, the hypotheses  $H_1$ ,  $H_2$ ,  $H_3$ ,  $H_4$ ,  $H_5$ ,  $H_6$  and  $H_7$  are rejected, and the hypothesis  $H_0$  is accepted. In this case, the effect of the demographic characteristics of respondents of the research on their job satisfaction or performance is not being observed.

#### 2.4. Findings Relevant to Job Satisfaction and Individual Performance Variables

One of the main objective of this research that, job satisfaction, performance levels and sub-dimensions of these factors' differences between the working status, will be analyzed under this chapter. According to average of scores considered, it has been observed that the performance (3,8235) and job satisfaction (3,6870) averages of full-timers are lower than the performance (4,0949) and job satisfaction (3,9769) averages of part-timers, and it has been observed that the averages are high.

Factors and Differences Relevant to Status on the Basis of Sub-Dimensions

	Constant Variance Hypothesis	Equality of Variances		T-test for the Equality of Averages				
		F	Sig	t	df	Sig (2-tailed)	Mean Difference	Std. Error Difference
Job satisfaction	Yes	0,927	0,337	-3,348	128	<b>0,001</b>	-0,28997	0,08661
	No			-3,286	100,138	0,001	-0,28997	0,08824
Satisfaction from nature of work	Yes	0,248	0,619	-2,115	128	<b>0,036</b>	-0,23346	0,11036
	No			-2,071	99,274	0,041	-0,23346	0,11272
Satisfaction from the Image of Institution	Yes	1,594	0,209	-1,933	128	0,055	-0,25379	0,13131
	No			-1,949	109,799	0,054	-0,25379	0,13022
Satisfaction from the Manager	Yes	0,190	0,664	-2,777	128	<b>0,006</b>	-0,37812	0,13618
	No			-2,717	99,038	0,008	-0,37812	0,13917
Satisfaction from Managerial Approach	Yes	0,291	0,591	-0,162	128	0,872	-0,01896	0,11733
	No			-0,169	120,866	0,866	-0,01896	0,11239
Satisfaction from Colleagues	Yes	5,174	0,025	-2,793	128	0,006	-0,35478	0,12704
	No			-2,533	74,733	<b>0,013</b>	-0,35478	0,14007
Satisfaction from Wage	Yes	5,059	0,026	-1,954	128	0,053	-0,31794	0,16272
	No			-1,849	87,502	0,068	-0,31794	0,17196
Performance	Yes	2,934	0,089	-3,558	128	<b>0,001</b>	-0,27141	0,07629
	No			-3,429	93,728	0,001	-0,27141	0,07915
Quality of Work	Yes	0,743	0,390	-2,363	128	<b>0,020</b>	-0,31149	0,13180
	No			-2,358	106,082	0,020	-0,31149	0,13209
The Conformity to working plan and knowledge	Yes	0,364	0,547	-2,634	128	<b>0,009</b>	-0,24105	0,09152
	No			-2,583	99,797	0,011	-0,24105	0,09334

*H<sub>8</sub>*:The job satisfaction of part-timers is higher than the job satisfaction of full-timers.

*H<sub>8a</sub>*:The satisfaction from the nature of work of part-timers is higher than the satisfaction from the nature of work ion of full-timers.

*H<sub>8b</sub>*:The satisfaction from the image of institution of part-timers is higher than the satisfaction from the image of institution of full-timers.

*H<sub>8c</sub>*:The satisfaction from the manager of part-timers is higher than the satisfaction from the manager of full-timers.

*H<sub>8d</sub>*:The satisfaction from managerial approach of part-timers is higher than the satisfaction from managerial approach of full-timers.

*H<sub>8e</sub>*:The satisfaction from colleagues of part-timers is higher than the satisfaction from colleagues of full-timers.

*H<sub>8f</sub>*:The satisfaction from wage of part-timers is higher than the satisfaction from wage of full-timers.

*H<sub>9</sub>*:General performance levels of part-timers are higher than the general performance levels of full-timers.

*H<sub>9a</sub>*:Quality of work performance of part-timers is higher than quality of work performance of full-timers.

*H<sub>9b</sub>*:The conformity to working plan and knowledge performance of part-timers is higher than the conformity to working plan and knowledge performance of full-timers.

If the results of Levene test are examined before performing the assessment of significances, when the constant variance hypothesis “no” line in the sub-dimension of satisfaction from colleagues (Sig=0,025<0,05) and satisfaction from wage (Sig=0,026<0,05) are considered, while the results of part-timers’ satisfaction from work (Sig=0,001<0,05), satisfaction from the nature of work (Sig=0,036<0,05), satisfaction from the manager (Sig=0,006<0,05), satisfaction from colleagues (Sig=0,013<0,05), performance (Sig=0,001<0,05), quality of work (Sig=0,020<0,05), conformity to working plan and knowledge (Sig=0,009<0,05) are higher and significant, no significant difference was found in the variables of satisfaction from the image of institution (Sig=0,055>0,05), satisfaction from managerial approach (Sig=0,872>0,05) and satisfaction from wage (Sig=0,068>0,05). In this case,

while the hypotheses  $H_8$  ,  $H_{8a}$  ,  $H_{8c}$  ,  $H_{8e}$  ,  $H_9$  ,  $H_{9a}$  and  $H_{9b}$  have been accepted, the hypotheses  $H_{8b}$  ,  $H_{8d}$  and  $H_{8f}$  have been rejected.

### 2.5. Findings Relevant to the Relation of Job Satisfaction and Individual Performance Variables

In order to determination the relation of variables that are addressed in the research, they have been first subjected to correlation test. When the relation of job satisfaction with performance and its sub-dimensions were considered, it has been observed that there is a positive relation in between the job satisfaction and the variables of performance ( $r=0,549$ ;  $Sig=0,000$ ), quality of work ( $r=0,345$ ;  $Sig=0,000$ ), and conforming to working plan and knowledge ( $r=0,421$ ;  $Sig=0,000$ ). In this context, results of regression analysis will be assessed for measuring the effect of job satisfaction and for the accuracy of the following hypotheses:

*H<sub>10</sub>: Job satisfaction positively affects the performance level.*

*H<sub>10a</sub>: Job satisfaction positively affects the performance of quality of work.*

*H<sub>10b</sub>: Job satisfaction positively affects the performance of conforming to working plan and knowledge.*

It is statistically meaningful that the job satisfaction general score level of the respondents affects general performance ( $F=55,322$ ;  $Sig=0,000<0,05$ ), performance of quality of work ( $F=17,280$ ;  $Sig=0,000<0,05$ ), and performance of conforming to working plan and knowledge ( $F=27,591$ ;  $Sig=0,000<0,05$ ). In this case,  $H_{10}$  ,  $H_{10a}$  and  $H_{10b}$  are accepted.

When the respondents are compared on the basis of status, and when the correlation values regarding the relations in between the job satisfaction and performances of both the full-timers and part-timers are examined, a positive relation is being observed in the job satisfaction and performances of part-timers ( $r=0,451$ ;  $Sig=0,000$ ) and full-timers ( $r=0,577$ ;  $Sig=0,000$ ). Hypotheses that we have constituted in order to determine the relation;

*H<sub>11</sub>: The job satisfaction of part-timers positively affects their performance levels.*

*H<sub>11a</sub>: The job satisfaction of part-timers positively affects their performance of quality of work.*

*H<sub>11b</sub>: The job satisfaction of part-timers positively affects their performance of conforming to working plan and knowledge.*

*H<sub>12</sub>: The job satisfaction of full-timers positively affects their performance levels.*

*H<sub>12a</sub>: The job satisfaction of full-timers positively affects their performance of quality of work.*

*H<sub>12b</sub>: The job satisfaction of full-timers positively affects their performance of conforming to working plan and knowledge.*

According to the results of simple regression analysis performed for measuring the effects of job satisfaction of part-timers on their performances and sub-dimensions, it is statistically meaningful that the job satisfaction level of part-timers affects general performance ( $F=19,652$ ;  $Sig=0,000<0,05$ ), performance of quality of work ( $F=8,473$ ;  $Sig=0,005<0,05$ ), and performance of conforming to working plan and knowledge ( $F=10,709$ ;  $Sig=0,002<0,05$ ). According to these results,  $H_{11}$  ,  $H_{11a}$  and  $H_{11b}$  are accepted. The regression rate indicating the effect of job satisfaction sub-dimensions of part-timers on their performances is 0.471. Even if the effect of all sub-dimensions on the performances of part-timers is found to be statistically meaningful ( $F=3,422$ ;  $Sig=0,005<0,05$ ), there is multiple linear linkage problem in the model due to the results of t-test being insignificant. Thus, the significance levels of sub-dimensions have been determined by using the step by step method from among hierarchical regression methods. Managerial approach's sub-dimension has taken part in the first model, and dimension of satisfaction from the nature of work has taken part in the second model. While the regression rate indicating the effect on performance is 0.379 for satisfaction from managerial approach, it is 0.436 for the second model in which satisfaction from managerial approach and quality of work were included. The model arising in the step by step regression is statistically significant ( $F=8,905$ ;  $Sig=0,000<0,05$ ).

According to the results of simple regression analysis performed for measuring the effects of job satisfaction of full-timers on their performances and sub-dimensions, it is statistically meaningful that the job satisfaction level of full-timers affects general performance ( $F=24,420$ ;  $Sig=0,000<0,05$ ), performance of quality of work ( $F=4,603$ ;  $Sig=0,037<0,05$ ), and performance of conforming to working plan and knowledge ( $F=10,777$ ;  $Sig=0,002<0,05$ ). According to these results,  $H_{12}$  ,  $H_{12a}$  and  $H_{12b}$  are accepted. The regression rate indicating the effect of job satisfaction sub-dimensions of full-timers on their performances is 0.622. Even if the effect of all sub-dimensions on the performances of full-timers is found to be statistically meaningful ( $F=4,621$   $Sig=0,001<0,05$ ), there is multiple linear linkage problem in the model due to the results of t-test being insignificant. Thus, again step by step method has been

used afterwards. Colleagues' sub-dimension has taken part in the first model, and satisfaction from colleagues and wage sub-dimensions has taken part in the second model. While the regression rate indicating the effect on performance is 0.478 for satisfaction from colleagues, it is 0.572 for the second model in which satisfaction from colleagues and wage were included. The model arising in the step by step regression is statistically significant ( $F=11,661$ ;  $Sig=0,000<0,05$ ).

## 2.6. Comparing Among Statuses the Effect of Job Satisfaction on Individual Performance

Measuring the mediator effect of job satisfaction variable will be realized by the significance of difference in between effects on general performances of general work satisfactions of two working status groups. The hypothesis required to be measured is as follows:

$H_{13}$ : The job satisfaction of full-timers are affecting their individual performance levels more compared to part-timers.

All processes made until this point have indicated the accuracy of model and applicability of this operation. And now, the relation among working statuses and job satisfaction and performances will be compared. And the formula of comparing the two independent sample group within the frame of the relation of two same variables is as follows (Akhun, 1984):

$$\frac{z_{r1} - z_{r2}}{\sqrt{\frac{1}{N_1-3} + \frac{1}{N_2-3}}} = z$$

In this formula, that gives the significance of difference in between two unrelated correlation coefficients, the  $z_{r1}$  and  $z_{r2}$  values of correlations are found by Fisher-z transformation and their difference is taken, and the standard error of difference in between two  $z_r$  values is divided. For our sample,  $r_1$  specifies the 0.58 being the correlation coefficient in between the job satisfaction and performances of full-timers. And its equivalent arising in the Fisher-z transformation is 0.662. And  $r_2$ , which is the correlation coefficient in between the job satisfaction and performances of part-timers, is 0.45. And the equivalent of this number in Fisher-z transformation is 0.485' (Akhun, 1984).  $N_1$  and  $N_2$ , being used in measuring the standard deviation, specify the sample numbers of groups. In this context, while  $N_1$  is 51 being the sample number of full-timers,  $N_2$  is 79 being the sample number of part-timers. When the values are placed, the operation we find is as follows:

$$\frac{0,662 - 0,485}{\sqrt{\frac{1}{51-3} + \frac{1}{79-3}}} = z$$

As the result of the operations,  $z$  value is found as -0.96. The interval indicating the significance of difference in between the correlations at the level of 0.05 is values smaller than -1.96 and bigger than +1.96 (Kenny, 1987). In the light of this information, the difference of correlation values in between the job satisfaction and performances of full-timers and part-timers can be deemed insignificant at the level of 0.05 ( $z=-0,96>-1,96$ ). In this case,  $H_{13}$  is rejected, and  $H_0$  is accepted.

## 3. Result And Recommendations

Within the scope of the research, full-timers and part-timers have been compared within the scope of job satisfaction and individual performance variables. In the light of the demographic questions asked, we can say that the employees bear similar characteristics, and based on this, the obtained results may arise from the effects caused by differences of status. In the comparison of job satisfaction and performance, it has been concluded that the job satisfaction and performances of part-timers are higher. The job satisfaction of part-timers being higher is consistent with the studies of Conway and Briner (2002), Sinclair, Martin and Michel (1999), Jackofsky and Peters (1987) and Eberhardt and Shani (1984), and their performances being higher is consistent with the studies of Garnero, Kampelmann and Rycx (2014), Wotruba (1990) and Thurik and Wijst (1984).

While less negative informing of part-timers as not being included more in the organization within the scope of Partial Inclusion Theory, comparing themselves with other part-timers or the society within the scope of Frame of Reference Theory, lowness of expectations of part-timers, observing of better opportunities in other works by full-timers and the psychology created by their career expectations, more workplace responsibilities of full-timers and the

stress they face are explaining the job satisfaction difference, ability of part-timers to work in accordance with their biological clock, their ability to devote time for their responsibilities beyond work, their ability to better program their lives, their ability to enable the balance the work life and private life, and not facing stress while attending to workplace and at the workplace are among the causes of differences in both job satisfaction and performance. The inability of full-timers to devote time to their social lives due to longer working period, the fact that they encounter time conflicts, decrease of their tempo, and ability of part-timers to be more energetic and having different motivations are among possible causes of difference of performance.

If we consider the performance of the study in a city as crowded as Istanbul, having routine works in the stores, always working in standing position, and especially in the final hypothesis that the job satisfaction is similarly affecting both groups' performance, it can be commented that the difference in their performances arises from difference in periods, and that it may arise from physical or mental fatigue, stress, environment or lives beyond workplace. Especially under the competition conditions in Turkey, full-timers having higher career expectations will be affected more. Considering the problems in private life will also affect job satisfaction by the effect of spill-over, the arising difference of job satisfaction is a result that can be expected. And while the fact that part-timers are not working voluntarily is indicating that they are in a status they want, we can say that their person-job fit is enabled.

By finding the satisfaction of part-timers from nature of work, managers and colleagues higher, it constitutes the most significant reason of difference of job satisfaction. The satisfaction of part-timers from nature of work and colleagues being higher is consistent with the studies of Jackofsky and Peters (1987), their satisfaction from their managers being higher is consistent with the studies of Levanoni and Sales (1990). If we consider the difference arising in sub-dimensions, the satisfaction from the nature of work being higher can be interpreted that it is especially arising from expectations. As the expectations of full-timers may be higher, their expectations from the work they do may be less compatible than part-timers. As the part-timers, who are satisfied more from managers and other colleagues compared to full-timers, are not being included much in the social system and are not being negatively notified, it is being understood that their communication is as required and positive. As the fact that the brand being the subject of research is an international brand may cause its image and management policy to be understood similarly by everyone, it gives rise to no difference in the sub-dimensions of image of institution and managerial approach, and as 81% of the individuals are living with their families, it can be said that there is no significant difference among groups regarding satisfaction from wage.

Satisfaction from managerial approach and nature of work has effects on the performances on part-timers, and satisfaction from colleagues and wage has effects on the performances of full-timers. As long as the employees are happy and motivated, their performances will increase. And in this case, it is observed that they will work with higher performance in case they become satisfied by their work. And in the dimension of effecting of their performances, it has been observed that policy of the institution and the job push the part-timers to be more efficient, and colleagues and wages push the full-timers to be more efficient.

The thought that the effect of job satisfaction of full-timers on their performances will be stronger stems from the importance they attach to their job. The job has much more important place in the lives of full-timers. It has been expected that satisfaction of full-timers from their work will cause them to be more motivated by spilling-over their whole life as feeling happy due to a fact being in the center of their lives, and that this condition will be reflected on their performance along with social exchange. But the mediator role of job satisfaction arising in difference regarding statuses has remained insufficient in explaining the difference of individual performance.

As all these findings may be generalized for the company where the research is held, more studies on the subject are required. Also, by examining the mediator role of job satisfaction, it is being thought that significant findings and opinions have been provided to literature. Moreover, the difference in the effect of job satisfaction on performance not being statistically significant indicates that it is required to be tested in different fields, by different masses or measurement methods in the future, and it is a sign that it is required to search for different mediator variables. In this study, it has been considered that job satisfaction has a significant mediation effect in the difference of performance and that it may be the most significant reason of performance difference. But considering that factors other than work may outweigh, this question may be solved in the future studies to be performed by different mediators.

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