

# Examination of Satisfaction and Performance Levels of Sports Center Employees

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## ABSTRACT

**Background:** Business environment is very important in terms of employees' satisfaction and performance. All the efforts of the organization or individuals within the organization to achieve the intended goals in a business constitute the performance.

**Aims:** This research aims to examine the satisfaction and performance levels of employees in sports centers. In addition to measuring the relationship between employee satisfaction and employee performance, research findings are believed to be guiding the organizations to increase employee performance with the level of employee satisfaction.

**Methods:** The research population consists of sports center employees. The sample of the study consists of 228 participants, 137 of whom are women and 91 of whom are men, who are working in sports centers operating in Istanbul and who are selected by the appropriate sampling method among the improbable sampling methods. During the data collection process, Employee Satisfaction Scale (ESS), which was developed by Erken (2013) in accordance with the purpose and has three sub-dimensions, Employee Performance Scale (EPS) used by Sehitoglu and Zehir (2010).

**Results:** However, the working time (in years) spent by employees in the business and their duties were statistically significant in terms of sub-dimensions of employee satisfaction.

**Conclusion:** The Spearman correlation analysis was performed to measure the relationship between employee satisfaction and employee performance. According to the results of the analysis, the sub-dimensions of employee satisfaction have a moderately positive ( $0.5 < r < 0.9$ ) relationship both between each other and with employee performance. As a result, it is observed that when employee satisfaction levels increase, performance levels also tend to increase.

**Keywords:** Sports center, Employee satisfaction, Employee performance

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## INTRODUCTION

Today, the competition conditions have changed, and with changing conditions, businesses are making more efforts to adapt to the environment. As conditions become more difficult every day, businesses need a qualified workforce to increase productivity, avoid losing competitiveness and ensure success<sup>1</sup>. Today, businesses are focusing on new approaches to be able to adapt to the competitive environment they are undertaking with their competitors and achieve success. Changes that occur together with technology lead to an increase in human and the value given to it from day to day. In this context, businesses prioritize and concentrate on the satisfaction of their employees<sup>2</sup>.

Employees who are dissatisfied with their work or the place where they work may not be able to contribute to the business, even if they continue to work in that workplace, and may consciously or unconsciously damage the business. This is also undesirable in all respects. Employee satisfaction is an important element that affects emotional commitment and life satisfaction, as well as individual and organizational performance<sup>3</sup>.

Employee satisfaction is the feeling that is felt by the employees if their expectations in their working life are met. Employee satisfaction can also be described as a phenomenon that occurs over time in the business environment, as you gain experience. In other words, the experience gained over time allows for more realistic expectations<sup>4</sup>. When employees are satisfied, their

commitment to the organization, performance, quality and efficiency of the work will be high, and this will also be positively reflected in the quality of the goods and services offered, and consumer satisfaction will be expected to increase<sup>5</sup>. The time spent in working life covers a large part of the day. Employees are spending more time with their colleagues than their families. If employees are not satisfied with their working environment, they cannot be happy and peaceful, and they cannot contribute to the production process with their social competence. Employee satisfaction is not a phenomenon that is achieved at any time or has continuity within the organization. In order to ensure employee satisfaction, the organization needs to have a dynamic and desired business culture based on the past and sustainable in the future. Ensuring employee satisfaction should be considered and evaluated as an unavoidable necessity.

Attitude and behavior unity is one of the most important rules of business life. The effect of this general understanding on the working life of organizations is in no way undeniable<sup>6</sup>. Factors affecting employee satisfaction are examined in two different categories. These factors are individual and organizational factors. The elements involved in the individual factor are as follows: Age, gender, personality, year of work, marital status and level of education. Organizational factors are: salary, nature of work performed, working conditions, promotion, colleagues and organizational culture<sup>7</sup>. Employee satisfaction and dissatisfaction have a number of positive or negative

effects on both the organization and employees. Employee satisfaction affects the attitudes and behaviors of individuals within the organization<sup>8</sup>.

All the efforts of the organization or individuals within the organization to achieve the intended goals in a business constitute the performance<sup>9</sup>. Performance is the labor and time it takes to achieve the goals set by the organization. According to the level of achievement of goals, employees can be considered high or low performance. Human resources are an important factor in the success of organizations. Because in order for organizations to be successful, employee performance must be high. This, in turn, will happen when the organization gives its employees a task that is compatible with their abilities and competencies<sup>10</sup>. Employee performance shows the degree to which the group or person can achieve the criteria and goals in accordance with those the business wants to achieve in relation to the work done<sup>11</sup>. There are factors that affect employee performance. These are issues such as employee motivation, work stress, working conditions, management style, promotion opportunities and wages<sup>10</sup>. The level of performance exhibited by employees over a certain period of time is directly or indirectly influenced by multiple factors. The social, psychological and technical environment in which the employee is located includes various elements that will positively improve or negatively affect their level of performance. A large number of sub-factors, such as technological equipment adequacy, production opportunities, subordinate-superior relations, bureaucracy, inter-employee social dialogues, non-business social life, workload distribution, wage level, affect employee performance<sup>12</sup>. There are numerous factors that influence performance. A few of these are: personal factors, leadership factor, team factor, system factor and environment factor<sup>13</sup>.

Employees' sense of belonging to the business environment in which they work is very important in terms of their satisfaction and performance. Individuals who feel safe in the working environment shall work more efficiently and this will have a positive impact on the performance of the employees. The relationship between employee satisfaction and performance can be expressed in two aspects. The first point of view is that high performance provides high satisfaction. Employees in this situation will be more rewarded by the company when they perform high, as a result of which the level of satisfaction with work and workplace will increase. So satisfaction increases when the employee is successful. From the second point of view, high employee satisfaction means high performance. Accordingly, as the employee's satisfaction level increases, his/ her performance will also increase<sup>14</sup>.

At this point, ensuring sustainable competition has been the most basic goal of businesses. In light of this goal, the labor supply of businesses has become more important than other needs and elements<sup>15</sup>. The service sector and its affiliates, which are an important value in today's conditions, are able to fight their competitors only with their unique features. The quality of the service offered, quickness, price suitability can be shown as an

example. Employee satisfaction occupies a very important place in the service sector, regardless of the field of activity. Employee satisfaction directly affects the product quality perceived by customers, customer satisfaction and the financial performance of the business. Accordingly, measures should be taken to assess the satisfaction levels of employees who have direct contact with the customers to whom the business provides services, determine the factors affecting their satisfaction, and increase their satisfaction levels. The presence of employees who are dissatisfied with their work, business or work environment is undesirable for both businesses and society. The damage caused consciously or unconsciously due to the inefficiency of employees leads to customer dissatisfaction in the first place<sup>3</sup>.

As in all other sectors, the situation of being a competitor and competing in the sports service sector is very noticeable. Businesses providing sports services make every effort to ensure their continuity, increase their earnings, satisfy their customers and have/serve more customers<sup>16</sup>. Research has shown that employee satisfaction is directly related to issues such as employee performance, commitment to the organization, absenteeism, quality of service, health expenditures, and work stress. The main goal of enterprises is to maintain and increase their competitiveness by achieving high-level performance. Some businesses take their financial success, market share, quality status, and performance benchmarks as their basis. Some may consider profitability, customer satisfaction, or productivity as the main criteria. Because of this, the meaning of performance differs for all businesses<sup>17</sup>. Employee satisfaction is of great importance for organizations. It is believed that the level of employee satisfaction in businesses is related to employee performance, so a negative or positive change in the level of satisfaction will affect employee performance. Employee satisfaction is of great importance for organizations. It is believed that the level of employee satisfaction in businesses is related to employee performance, so a negative or positive change in the level of satisfaction will affect employee performance. In the literature, there are studies that offer different approaches in relation to the efficiency, success, employee satisfaction and performance of organizations (Tezeller, 2009; Akcakaya, 2012; Tuncer, 2013; Ustun, 2014; Isik, 2014). This study was conducted in order to examine the satisfaction and performance of sports center employees according to certain variables.

## **MATERIAL & METHODS**

Among the quantitative research methods; the correlation survey model was used in the research. The population of the research consists of sports center employees. A total of 228 participants, 137 women and 91 men, who are working in sports centers operating in the Anatolian side of İstanbul and who were selected with improbable sampling method constitute the sample of the study. First, the participants were informed by the researchers about the purpose of the study and the details about filling out the scale form, and then they were allowed to fill out the scale under the control of the researcher. Ethics committee approval was obtained by the relevant unit of Sakarya University of Applied

Sciences with the letter dated 07/02/2020-100/5238.

Accordingly, in the data collection process, participants were asked to respond to the 20-item Employee Satisfaction Scale (ESS), which was developed by Erken (2013) and consisted of three sub-dimensions (Institution-Manager, Job Satisfaction and Environment-Wage) and the 7-item Employee Performance scale (EPS), which was used by Sehitoglu and Zehir (2010) as well as a 7-item personal information form prepared to obtain various personal information about sports center employees. Data analysis was performed using SPSS, a statistical package program. Descriptive information about the participants in the study was given as percentage and frequency. In the normality analysis, both the histogram graph and the Kolmogorov-Smirnov (N>30) normality test were used and it was observed that the data did not show a normal distribution. For this reason, the analysis was continued with non-parametric tests. Mann Whitney U test was used to compare employee satisfaction scale sub-dimensions and employee performance scale according to gender and marital status variables, and Kruskal Wallis test was used

to compare scale scores according to the variables of age, educational status, job done in the institution, time spent in the business and time spent in the profession. The significance level was considered 0.05. As a result of the normality test, it was determined that the data did not show a normal distribution, and nonparametric Kruskal Wallis and Mann Whitney U tests were used in the analyses.

## RESULTS

In this section, the variables of the participants and the findings related to the research are given. In order to explain the relationship between satisfaction and performance levels of sports center employees, the questions asked were compared with the demographic characteristics of the participants. In addition, an analysis was also conducted to see if there was a relationship between employee satisfaction sub-dimensions (Institution-Manager, Job Satisfaction and Environment-Wage) and employee performance.

Table 1: Distribution of participants by demographic characteristics

Variable	Group	Frequency	Percentage(%)
Gender	Man	91	39,9
	Woman	137	60,1
	Total	228	100,0
Marital Status	Married	96	42,1
	Single	132	57,9
Age	25 and younger	69	30,2
	Between 26-35	109	47,8
	Between 36-45	35	15,4
	46 and older	15	6,6
Education Level	Primary and Secondary School	20	8,8
	High school	41	18,0
	Undergraduate	48	21,0
	Graduate	105	46,1
	Postgraduate	14	6,1
Time Spent in the Business	Less than 1 year	18	7,9
	1-3 years	120	52,7
	4-6 years	45	19,7
	7 years and over	45	19,7
Time Spent in the Profession	Between 1-5 years	106	46,5
	Between 6-10 years	64	28,1
	Between 11-15 years	31	13,6
	16 years and over	27	11,8
Duty Partition	Manager	34	14,9
	Coach-Trainer	107	46,9
	Sales Consultant	22	9,7
	Cleaning staff	14	6,1
	Other	51	22,4

Table 2: The effect of the gender variable on ESS and EPS (Mann Whitney U)

Variable	Group	N	Mean	U	p-value
Institution-Manager	Man	91	119,16	5809,000	0,382
	Woman	137	111,40		
Job Satisfaction	Man	91	120,27	5708,500	0,275
	Woman	137	110,67		
Environment-Wage	Man	91	122,19	5533,500	0,149
	Woman	137	109,39		
Overall Employee Performance	Man	91	124,80	5296,000	0,053
	Woman	137	107,66		

Table 3: The effect of the marital status variable on ESS and EPS (Mann Whitney U)

Variable	Group	N	Mean	U	p-value
Institution-Manager	Man	96	115,34	6255,500	0,869
	Woman	132	113,89		
Job Satisfaction	Man	96	118,57	5945,000	0,420
	Woman	132	111,54		
Environment-Wage	Man	96	119,43	5863,000	0,333
	Woman	132	110,92		
Overall Employee Performance	Man	96	122,55	5563,000	0,114
	Woman	132	108,64		

Table 4: The effect of the time spent in the business variable on ESS and EPS (Kruskal Wallis)

Variable	Group	N	Mean	$\chi^2$	p-value	Significant Differences
Institution-Manager	(1) Less than 1 year	18	120,67	0,715	0,870	-
	(2) 1-3 years	120	114,57			
	(3) 4-6 years	45	118,17			
	(4) 7 years and over	45	108,18			
Job Satisfaction	(1) Less than 1 year	18	110,14	1,066	0,785	-
	(2) 1-3 years	120	111,35			
	(3) 4-6 years	45	116,90			
	(4) 7 years and over	45	122,26			
Environment-Wage	(1) Less than 1 year	18	86,22	9,875	0,020*	4>1,2
	(2) 1-3 years	120	108,27			
	(3) 4-6 years	45	120,41			
	(4) 7 years and over	45	136,51			
Overall Employee Performance	(1) Less than 1 year	18	108,81	0,469	0,926	-
	(2) 1-3 years	120	113,25			
	(3) 4-6 years	45	119,76			
	(4) 7 years and over	45	114,84			

Table 5: The effect of duty partition variable on ESS and EPS (Kruskal Wallis)

Variable	Group	N	Mean	$\chi^2$	p-value	Significant Differences
Institution-Manager	(1): Manager	34	146,59	12,734	0,013*	1>2
	(2): Coach-Trainer	107	103,05			
	(3): Sales Consultant	22	111,45			
	(4): Cleaning Staff	14	134,57			
	(5): Other	51	112,93			
Job Satisfaction	(1): Manager	34	144,78	12,581	0,014*	1>2
	(2): Coach-Trainer	107	101,71			
	(3): Sales Consultant	22	113,80			
	(4): Cleaning Staff	14	131,75			
	(5): Other	51	116,73			
Environment-Wage	(1): Manager	34	147,90	14,559	0,006*	1>2
	(2): Coach-Trainer	107	105,34			
	(3): Sales Consultant	22	99,30			
	(4): Cleaning Staff	14	93,50			
	(5): Other	51	123,77			
Overall Employee Performance	(1): Manager	34	140,40	6,840	0,145	-
	(2): Coach-Trainer	107	107,57			
	(3): Sales Consultant	22	106,36			
	(4): Cleaning Staff	14	115,46			
	(5): Other	51	115,03			

Table 6: Results of correlation analysis for ESS sub-dimensions and EPS

Dimension/Sub-Dimensions		Institution-Manager	Job Satisfaction	Environment - Wage	Overall Employee Performance
Institution-Manager	r	1			
	p				
Job Satisfaction	r	0,733**	1		
	p	0,000			
Environment-Wage	r	0,697**	0,615**	1	
	p	0,000	0,000		
Overall Employee Performance	r	0,639**	0,658**	0,517**	1
	p	0,000	0,000	0,000	

60.1% of the participants were women and 39.9% were men. In addition, 42.1% of the participants were married, while the remaining 57.9% were single. Looking at the age and educational status of the participants, it was determined that 30.2% of the participants were in the age group of 25 and younger. On the other hand, 47.8% of participants were found to be between the ages of 26-35, 15.4% were between the ages of 36-45, and finally 6.6% were 46 and older. In addition, it was observed that most of the participants (46.1%) graduated from a bachelor's degree, while 21.0% graduated from an associate degree, 18.0% from high school, and 8.8% from primary and secondary school. Finally, it was found that 6.1% of the participants were postgraduates. When the distribution of time spent in the Sports Center where the employees are currently working is examined, it is stated that 52.7% of them have been working in the same sports center for 1 to 3 years. In addition, 7.9 % stated that they have been working in the same sports center for less than 1 year while 19.7% have been working for 4 to 6 years and 19.7% have been working for 7 years and over. 46.5% of the participants stated that they have been working in this profession for 1 to 5 years, 28.1% for 6 to 10 years, 13.6% for 11 to 15 years, and finally 11.8% for 16 years and over. When the duties of 228 sports center employees participated in the study were examined, it was found that the vast majority of participants (46.9%) served as coaches and trainers. In addition, 14.9% served as managers, 9.7% as sales consultants, and 6.1% as cleaning staff. Finally, it was stated that 22.4% of the participants were working in other areas (masseur-masseuse, security guard, intern, etc.) in the Sports Center.

In Table 2, it was observed that the gender variable did not cause a statistically significant difference for the sub-dimensions of ESS Institution-Manager, Job Satisfaction and Environment-Wage and EPS.

In Table 3, it was observed that the marital status variable did not cause a statistically significant difference for the sub-dimensions of ESS Institution-Manager, Job Satisfaction and Environment-Wage and EPS.

The results of the Kruskal Wallis test on whether the time spent in the business causes a significant difference in terms of the sub-dimensions of the ESS and the EPS are included in Table 4. As a result of the analysis, it was concluded that the time spent in the business caused a statistically significant difference at a level of 0.05 in terms of the environment-wage, which is the sub-dimension of the ESS. When examining from which group the difference in the sub-dimension of environment-wage is caused, it was observed that the average of people working in the business for 7 years and over is higher than those working for less than 1 year and 1 to 3 years. According to the results obtained, it can be stated that as the time spent by employees in the business increases, the perception and expectation of environment-wage also increases.

The results of the Kruskal Wallis test on whether the duty partition in the business causes a significant difference in terms of the sub-dimensions of the ESS and the EPS are included in Table 5. As a result of the analysis, it was concluded that the duty partition in the business caused a statistically significant difference at a level of 0.05 in terms

of the Institution-Manager, Job Satisfaction and Environment-Wage, which are the sub-dimension of the ESS. When examining from which group the difference in the sub-dimensions of Institution-Manager, Job Satisfaction and Environment-Wage is caused, it was observed that the average of people working as managers is higher than those working as coach or trainer. However, it was observed that the EPS did not differ significantly in terms of duty partition in the business.

It has been observed that there is a moderately positive and statistically significant relationship between Institution-Manager, Job Satisfaction and Environment-Wage, which are the sub-dimensions of the ESS, and Employee Performance ( $p < 0.01$ ,  $r = 0.639$ - $r = 0.658$ - $r = 0.517$ ). In addition, it was observed that the sub-dimensions of ESS (Institution-Manager, Job Satisfaction and Environment-Wage) also have a moderately positive and statistically significant relationship between each other ( $p < 0.01$ ,  $r = 0,733$ - $0,697$ - $0,615$ ).

## DISCUSSION

In this section, discussion and results are given according to the findings obtained from the research analyses. According to the findings obtained from the analysis results, it was concluded that the gender variable does not affect the sub-dimensions of employee satisfaction and employee performance. The results of the study conducted by Atis (2011) on employees in the banking sector coincide with the results of this study. According to the relevant research, no significant relationship was found between the satisfaction of employees and gender. According to the results of the research conducted by Erken (2013) in order to determine the satisfaction of employees in the health sector, it was also observed that the gender variable is not effective in employee satisfaction.

As a result of the analysis conducted under the scope of a study applied by Salvarci (2019) to tourism sector employees in order to determine whether there is a difference between the employee satisfaction scale and its sub-dimensions according to the gender variable, it was stated that the satisfaction levels of female employees are higher than those of male employees. According to this result, it is concluded that being a male or female employee in a sports center does not affect their satisfaction levels and performance. When the situation revealed in the study is examined, it is concluded that individuals working in the sports center environment where sports services are provided do not feel any difference due to their gender, which in turn does not affect their level of satisfaction and performance. It is believed that the emergence of different results in different studies on the subject may be due to the differences in the sectors in which these studies have been conducted.

The fact that there is no significant difference in terms of gender variable as a result of the research is believed to be due to holistic characteristics of sports without any discrimination. According to the results obtained from the research, it was concluded that the marital status variable does not affect the sub-dimensions of employee satisfaction and employee performance. The studies conducted by Atis (2011) and Serbest (2019) also coincide

with the results of this research. Accordingly, it turns out that the fact that sports center employees are married or single does not affect their job satisfaction and performance.

According to the results obtained as a result of the research, it was observed that the age variable does not affect the sub-dimensions of employee satisfaction and employee performance. In studies conducted by Atis (2011) and Erken (2013), no relationship was found between the age variable of employees and their satisfaction. According to the research results conducted by Elyas (2016), the age variable was found to cause statistically significant differences in "Corporate Communication", which is one of the sub-dimensions of employee satisfaction. Sports and physical activity are keeping a person young and dynamic. The fact that employee satisfaction and performance did not differ significantly in terms of age variable as a result of the research can be explained by the fact that the vast majority of participants are young and of a medium age.

According to research findings, it was observed that the education level variable does not affect the sub-dimensions of employee satisfaction and employee performance. The results of the research conducted by Uzuntarla et al. (2017), Elyas (2016) and Atis (2011) coincide with this research and demonstrate that the level of education variable does not affect employee satisfaction. According to a study conducted by Dag (2016) on employees in public institutions, employee satisfaction differs statistically significantly in terms of educational level unlike our research. It is assumed that the fact that the employee satisfaction and performance levels do not differ significantly in terms of the educational level variable in our research is due to the fact that the majority of participants are graduates of university (associate degree, bachelor's degree and master's degree). According to the findings obtained as a result of the research, it was stated that the time spent in the profession does not affect the sub-dimensions of employee satisfaction and employee performance. The results of research conducted by Elyas (2016) and Atis (2011) also yielded results that coincide with the results of this study.

According to the study conducted by Arslan (2019) in the health sector, it was stated that the employees with the highest job satisfaction were employees with 16 to 20 years of work experience. In a study by Yazicioglu (2010), which compared the job satisfaction and performance levels of Turkish and Kazakh teachers, the level of job satisfaction that teachers have and the level of performance they show differ according to the time they have spent in the profession. It is stated that the average job satisfaction of teachers who have 11-15 years of experience is higher than those who have less experience. In this study, it is thought that the reason why the time spent in the profession did not reveal any significant differences may be due to the fact that a significant part of the participants worked in the profession for a period that may be considered new. It is assumed that the motivations and readiness levels of individuals who are new to the profession, and the level of burnout of individuals who have been in the profession for many years will be high.

It was concluded that the time spent in the business

caused a statistically significant difference in terms of Environment-Wage, which is the sub-dimension of employee satisfaction. According to a study conducted by Bors (2010), it was stated that there is a positive relationship between the time spent and the performance of the employee, and that the performance will increase with the increase in the time spent in the business. The results of a study conducted by Atis (2011) on employees in the banking sector do not coincide with the results of this study. In the same study, the results were given that the time spent in the business is not effective in employee satisfaction.

According to a study conducted by Dag (2016), it was concluded that the time spent in the business did not lead to a statistically significant difference in employee satisfaction. According to the results of the research, it is believed that the time spent in the business differs significantly in terms of employee satisfaction, which can be expressed with the commitment of sports center employees to the organization. The fact that a person takes part in a working environment that he or she enjoys and is happy for many years and maintains a certain standard at the level of job satisfaction will also affect his or her performance and will increase expectations. In addition, the ability to adapt to the work and environment between an employee who has just started in a sports center and people who have continued to work in the same center for many years, and the difference in salary explains this significant difference.

According to the findings obtained from the research results, it was concluded that the positions of the participants working in the Sports Center caused a statistically significant difference in terms of Institution-Manager, Job Satisfaction and Environment-Wage, which are the sub-dimensions of employee satisfaction. According to a study conducted by Resitoglu (2011) on white-collar participants working in the automotive sector, it was claimed that the employee satisfaction levels may also vary according to the departments in which they work. Not only in the sports have centers where people receive services for different purposes, but also in many sectors and areas, individuals expected to be appreciated and promoted. It is believed that sports center managers who are considered to have achieved their career goals in the study may be in an effort to constantly keep their satisfaction levels and performance in shape.

According to the findings, there is a significant relationship between employee satisfaction and employee performance. When the satisfaction of the employees increases, their performance will tend to increase. This result coincides with the findings in the literature (Taghipourasl, 2019; Gulakan, 2013). There is a significant relationship between employee satisfaction and performance (Taghipourasl, 2019, p. 82). In a study conducted by Yazicioglu (2010), it was stated that there was a significant relationship between the satisfaction levels of teachers and their performance. In a study conducted by Ozbek (2019) on employee satisfaction and organizational commitment, it was stated that there is a significant difference between commitment and satisfaction, and that the increase in employee satisfaction affects commitment. On this result, it is highly likely that

employee satisfaction will also affect performance.

It is predicted that employee satisfaction and job satisfaction are important criteria in terms of employee performance, and if the satisfaction levels of the employees increase, this situation will affect the performance and the employees will work more efficiently and motivated. On the other hand, in an environment where employees are unsatisfied, many situations will arise, from lack of concentration to loss of motivation, and employee performance may be negatively affected due to all these factors. Employee dissatisfaction is likely to return negatively to both employees and businesses in the short, medium and long term. Businesses that can continue their existence and success in the market have become businesses that can quickly adapt to changing and developing market conditions, provide high quality service, and have qualified labor force. For this reason, the most important input factor affecting productivity in enterprises is human resources. If the investment in people is increased, there will be an increase in employee satisfaction and performance. In addition to measuring the relationship between employee satisfaction and employee performance, research findings are believed to be guiding the organizations to increase employee performance with the level of employee satisfaction.

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