

See discussions, stats, and author profiles for this publication at:  
<http://www.researchgate.net/publication/280573351>

# A Research on Job Satisfaction Factors of Private Entrepreneurs: The Case of Beylikduzu Organized Industrial Zone

RESEARCH · JULY 2015

DOI: 10.13140/RG.2.1.5077.2321

---

READS

12

2 AUTHORS, INCLUDING:



Evren AYRANCI

T.C. Arel Üniversitesi

29 PUBLICATIONS 21 CITATIONS

SEE PROFILE



World Conference on Technology, Innovation and Entrepreneurship

## A Research on Job Satisfaction Factors of Private Entrepreneurs: The Case of Beylikduzu Organized Industrial Zone

Ayşegül Ertuğrul Ayrancı<sup>a\*</sup>, Evren Ayrancı<sup>a</sup>

<sup>a</sup>*Istanbul AREL University, Türkoba Mahallesi Erguvan Sokak No:26 / K Tepekent – Büyükçekmece, İstanbul 34537, Turkey*

---

### Abstract

There is profound evidence that entrepreneurship is not solely a very attention-taking fact in business context, but is also a very prominent subject in terms of scientific research. There are many studies performed to understand the reasons, nature, factors, and results of entrepreneurship in both national and international literature; albeit the focus on the small and medium-sized enterprises in organized industrial zones is not much emphasized in the Turkish literature. An aim of this current study is to contribute to the relevant literature in this sense. Another aim is towards the subject of job satisfaction; there are indeed countless studies considering job satisfaction of the workers and managers in many different contexts in the world. A gap is that the job satisfaction factors of business owners are generally ignored in the literature, and this gap is intended to be partly filled in by this study. Put together, this study investigates the factors, which contribute to the business owners' satisfaction with their own businesses in the Turkish context with an emphasis on small and medium-sized enterprises. For the operationalization of this investigation, owners of small and medium-sized enterprises in Beylikdüzü Organized Industrial Zone are selected and many instruments are combined in order to cover as many job satisfaction factors as possible. Evidence from Turkish literature is also found and noted in this process, with the intention of building upon the current body of research. The results yield that there are multiple factors related to the business owners' job satisfaction.

© 2015 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of Istanbul Univeristy.

*Keywords:* Entrepreneurship; job satisfaction; organized industrial zone; small and medium-sized enterprises; Turkey.

---

---

\* Corresponding author. Tel.: +90 532 442 02 26  
E-mail address: [aysegulertugrul@arel.edu.tr](mailto:aysegulertugrul@arel.edu.tr)

## 1. Introduction

Contemporary business context calls for various different forms of businesses and business groups. These are classified according to countless criteria such as size (Huang and Brown, 1999), sector (Görg and Ruane, 2001), country (Bate and Robert, 2002), or the nature of business owner (Ayrancı, 2010). When it comes to economic contribution, however, a specific type of business becomes very dominant: Small and medium-sized enterprise (SME). Many scholars (e.g. Chiao et al., 2006) claim that SMEs are the biggest contributors to the economy worldwide, and country-specific instances (e.g. Beck et al., 2005) acknowledge this claim. Despite this vitality, a great disadvantage of SMEs is the inadequacy of professional management (Morrison, 2003; Smith, 2003), which in turn, necessitates the owners' managerial knowledge, skills, and even emotions for business success. A related drawback is that the owner is a person, thus, has to claim many formal and informal roles (George et al., 2005; Watson and Newby, 2005; Brunetto and Farr-Wharton, 2007). Whether related with these roles (Man and Lau, 2000; Ahmad and Seet, 2009) or other factors (Lloyd-Reason and Mughan, 2002; Wu et al., 2007), this person's socio-emotional state may be affected and this may also reflect on the business. In other words, the socio-emotionality of the business owner may change the fate of the business. The authors of the current study are interested in this matter, and hence, focus on an emotion that is related with the business itself: the owners' job satisfaction with their own businesses. The issue of job satisfaction is a popular subject in scientific terms and there are thousands of related studies (Judge, 2000), albeit there is an obscure point. Though the factors (Decker, 1997; Castillo and Cano, 2004), intensity (Fisher, 1998; Pouliakas, 2010), and outcomes (Brown and Peterson, 1993; Hagedorn, 2000) of workers' (Donavan et al., 2004; Borzaga and Tortia, 2006) and managers' (Wells, 1990; Kim and Brymer, 2011) job satisfaction are considered, the nature of business owners' job satisfaction is rather rarely subjected in the literature (Stoner et al., 1990; Boles, 1996), and it is even much rare in the Turkish literature (Ayrancı, 2011). Along with this rarity, the literature does not point out a dedicated instrument to measure the extent or the factors of business owners' job satisfaction; hence the authors facilitate from many instruments similar to the approach of Ayrancı (2011) in order to find out the factors, upon which job satisfaction of SME owners depend. Beylikdüzü Organized Industrial Zone (OIZ) is selected, as this OIZ includes many businesses that comply with the SME definition used by the authors. The results point out a bunch of factors, which build up business owners' job satisfaction; and some are directly related with the job itself while some are related to the business context.

## 2. Small and Medium-Sized Enterprises: A General Look on the Definitions Used

A brief literature review reveals that SMEs have existed since ancient times of mankind, and have mostly been in the form of family businesses (Bird et al., 2002). Their economic dominance is evident in pre-industrialization (De Roover, 1963) and industrialization (Colli, 2003) periods; and yet, this dominance continues at country level (e.g. La Porta et al., 1999; Agnblad et al., 2001) and on a global scale (e.g. PWC, 2014). A superficial look, which ignores the inclination that family businesses are generally SMEs (Bird et al., 2002), leads to the same outcome: SMEs are the biggest actors in overall economy. While an estimation points out that SMEs constitute more than 90% of all businesses worldwide (Savlovski and Robu, 2011); about 99% of entire real-sector businesses in European Union (Schmiemann, 2008) and 99% of all businesses in Turkey (Republic of Turkey Small and Medium Enterprises Development Organization, 2012) are SMEs.

Despite this glamor, an obscure point quickly appears – there is no uniformity among the definitions of SMEs due to many reasons such as differences among countries' development levels (Smallbone et al., 1999; Ruzzier et al., 2006), sectors (Stevenson, 2010), and market size and production technology (Celik and Akgemici, 2007). The literature reveals that this variability results in two general approaches to define SMEs as a first step, and these approaches consequently enable scholars to make specific definitions of SMEs. In this sense, one of the approaches advises the use of quantitative criteria, while the other calls for a qualitative investigation to pinpoint SMEs. On the one hand, the use of quantitative approach includes various criteria such as the number of workers, production capacity available, amount of sales, value of assets, and the physical area of business (Yoruk and Ban, 2003). On the other hand, some of the criteria become subjective when a qualitative approach is preferred; and issues such as the consensus between business founder and manager, the extent to which the founder or manager can assume business risks, the situation of founder or owner family's members in terms of working in the business, and the situation of the business within competition, may be considered (Celik and Akgemici, 2007). These, along with various other

possible criteria, naturally lead to many different definitions of SMEs. Some country-based examples are presented in Table 1, with the addition of the definitions accepted by some international institutions. An interesting fact in Table 1 is that some scholars have preferred to tailor their SME definitions, thus there are formal definitions made by formal authorities as well as study-specific definitions. The heavy use of quantitative criteria is also noteworthy in Table 1.

Table 1. Examples for SME Definitions

Country / Institution	Definition Used
African Development Bank	The maximum number of employees is 50 (Gibson and van der Vaart, 2008).
Argentina	Debt of less than 2.5 million USD <b>or</b> less than 200 workers <b>or</b> these two criteria together (Burdisso et al., 2001).
Australia	A maximum of 200 employees (Redmond et al., 2008).
Canada	The number of workers is between 20 and 249 (Roy and Therin, 2008).
Netherlands	Depending on the database of SMEs that use environmental intermediaries (Hoevenagel and Wolters, 2000).
New Zealand	A maximum of 99 employees (Collins et al., 2007).
Norway	Depending on the distinction in Nordic SME environmental funding documents (Clement and Hansen, 2003).
South Korea	The number of workers is between 21 and 499 (Lee, 2008).
Spain	Employees less than 250 (Aragon-Correa et al., 2008).
The EU	The number of workers less than 250 <b>and</b> turnover less than 50 million Euro <b>and/or</b> total assets of less than 43 million Euro (Centre for Strategy and Evaluation Services, 2012).
USA	The number of workers is less than 500 (Mir, 2008).
World Bank	The maximum number of employees is 300 <b>and</b> a maximum annual turnover or assets of 15 million USD (Gibson and van der Vaart, 2008).

When it comes to Turkey, a common definition of SMEs is found. The “Law on adding an additional clause to the Law about Ministry of Industry and Commerce’s organization and duties” is effective since its publication in the Official Gazette 25788, dated April 16<sup>th</sup>, 2005 (Prime Ministry, General Directorate of Regulatory Development and Publication, 2015a). This law refers to SMEs and indicates that a regulation can be used in order to define the criteria for a business to become an SME. This later leads to the Regulation No. 2005/9617 in Official Gazette 25997 in November 18<sup>th</sup>, 2005; accordingly, an SME has less than 250 workers **and** annual net sales revenue or balance sheet size of less than 25 million YTL (Prime Ministry, General Directorate of Regulatory Development and Publication, 2015b). This definition changes later in 2012 according to the Regulation No. 2012/3834 in Official Gazette 28457, dated November 4<sup>th</sup>, 2012 (Prime Ministry, General Directorate of Regulatory Development and Publication, 2015c); with less than 250 workers, the annual net sales revenue or balance sheet size of an SME must be less than 40 million TL.

### 3. The Issue of Job Satisfaction: Definitions and Related Factors

Satisfaction, with a general meaning of being content or having a feeling of fulfillment (The Turkish Language Association, 2015), turns towards job or work-related issues in the business context. Being a matter of interest, job satisfaction has been considered by many scholars. While some views about job satisfaction emphasize both positive and negative emotions, hence reactions, towards a person’s own roles and issues at work or about work-related matters (Berry, 1997; Saari and Judge, 2004; Faragher et al., 2005); some scholars prefer to focus on the degree of positiveness a person has in relation to the work (Agho et al., 1992; Singh et al., 2004). A brief literature review points out that the person considered is usually a worker, a group of workers, or managers when the case is job satisfaction.

### 3.1. *Factors of workers' job satisfaction*

Workers are very frequently considered when the focus is on job satisfaction, and two related claims are faced in the literature. One of these implies that workers' job satisfaction depends on factors such as their expectations about their work and business contexts, and work-related experiences. This claim also posits that the mentioned expectations and experiences are also heavily related to the personality, thus issues related to personality such as characteristics (Arvey et al., 1991), and habits (Staw et al., 1986) are expressed to affect job satisfaction. Some scholars consider that not only personality, but also demographic features affect the expectations and experiences, hence job satisfaction as well. For instance; aging is found out to render person more realistic and increases of realism can lead to greater job satisfaction (Davis, 1988); aging is also expected to be accompanied by long time job experience and this experience itself increases job satisfaction up to a certain point (Klassen and Chiu, 2010). While education level is generally claimed to boost job satisfaction (e.g. Verhofstadt and Omey, 2003); gender mainly influences job expectations. Women tend to have more job satisfaction if their job configurations and work contexts enable them to have more social interactions (Mason, 1994). Men, however, become more satisfied when their jobs need practical solutions (Aguilara and Vlosky, 2010) and when they lower their job expectations (Clark, 1997).

Besides these factors, social context of the business environment and issues related with the job are also effective upon expectations and experiences. If the job is distinguishable from others or is interesting to the worker (Knoop, 1994; Wright and Davis, 2003), empowers the worker (Seo et al., 2004), or provides satisfying wage and side-benefits (Denes, 2003); then the worker's job satisfaction increases. Results related with social context point out that job satisfaction is positively affected when the worker gets along with the co-workers (Meyer et al., 1989) and when managers are kind and understanding (Pelfrene et al., 2003).

The second claim intensifies roles in the business environment in connection with the social context. An obscure or undefined role leads to mismatches between business and worker expectations (Rizzo et al., 1970), and arising conflicts decrease job satisfaction (Yousef, 2000). Role conflicts may overarch the business environment; work and non-work role conflicts can also deteriorate job satisfaction (Wiley, 1987), whilst these can generally arise from clashes between individuals' duties as family members and as employees (Shockley, 2011). A broader look reveals that this claim's connection with the first claim is not solely limited to the social context; other facts – i.e. gender (Karimi, 2009), and exhaustion (Karatepe, 2011) can lead to problems related with the roles assumed, which can also result in job satisfaction decreases.

### 3.2. *Factors of decision makers' job satisfaction*

Decision makers, in other words, managers and owners are relatively less considered in the literature. An overall finding is that these people's job satisfaction factors are very similar to the factors of workers' job satisfaction. There is proof that managers' job satisfaction is negatively affected by role ambiguities and positively affected by the length of time allocated for job (Akar and Yildirim, 2008); some demographic features such as age or education level (Ghiselli et al., 2001; Gustainiene and Endriulaitiene, 2009), and job-related issues such as wages and promotion opportunities (Barrows and Wesson, 2001; Naktiyok, 2002; Veloutsou and Panigyrakis, 2004) and job autonomy (Katsikea et al., 2011) are effective on managers' job satisfaction. There are indeed findings showing that job-related issues like the characteristics of the job, wages, and the interactions with the co-workers and superiors, and demographic features such as age can also simultaneously affect the job satisfaction of managers (Koh and Boo, 2001; Chandraiah et al., 2003). A noteworthy point is that there are even fewer studies addressing business owners' job satisfaction. Many scholars are on the positive side; they contend that business owners are more satisfied than others as a result of having freedom about business-related issues (Bradley and Roberts, 2004; Taylor, 2004; Fuchs-Schundeln, 2009).

## 4. Methodology

### 4.1. Research Goal

The main purpose of the research is to find out the factors that build up or contribute to job satisfaction of business owners. Target businesses are in the form of SMEs due to some reasons. The authors consider that it may be easy to reach these businesses' owners to get their opinions. The mentioned businesses, moreover, are believed to be much more dependent upon their owners' actions than other types of businesses, thus the owners' satisfaction or dissatisfaction with their business issues are expected to reflect on businesses' fates profoundly.

### 4.2. Sample and Data Collection

According to the expectation that SMEs can easily be found together in organized industrial zones (OIZ), Beylikdüzü OIZ, which involves 761 businesses (Beylikdüzü OIZ, 2015) currently, is selected for data collection. One participant, the business owner or one of the business owners if there are multiple, is considered. The sample size is calculated to be 256 with 95% confidence level and 5% confidence interval. As the important point is to reach SMEs' owners, the formal description of SMEs declared in Regulation No. 2012/3834 in Official Gazette 28457 (Prime Ministry, General Directorate of Regulatory Development and Publication, 2015c) is used. The SME description is written on top of the questionnaires used and the participant is asked to evaluate the situation of own business. The filled questionnaires are evaluated only if the participant acknowledges that own business is an SME according to this description. A total of 300 questionnaires are applied due to the possibility of incomplete and obsolete data or the participant not being an owner of an SME. At the end of the data collection process, 237 valid questionnaires are obtained. The questionnaires are prepared in accordance with Ayrancı's (2011) earlier work, and the scholar's reworded items; which in their original form, belong to Balcı (1985), Baycan (1985), Brayfield and Rothe (1951), Hackman and Oldham (1974), and Jamal and Baba (2000), are noted. Demographic features of the participants are also asked at the beginning of the questionnaires.

### 4.3. Analyses and Results

A quick look on the business owners' demographic features reveals that most of these people are in their mid-ages (76% - 180 people are in 40-50 ages) and about half of them (48% - 114 participants) have at least an undergraduate degree. While a vast majority of the participants are males (89% - 211 participants), a great portion are married (82% or 194 people).

When the obtained data are evaluated by an exploratory factor analysis, with varimax rotation and suppression of factor loadings that are smaller than 0,5; the authors end up with a four-factor statistical structure. While KMO value is 0,826 and Bartlett's test value is statistically significant, thus the analysis is applicable to the obtained data; the four factors can aggregately explain 68,327% of the total variance. Table 2 includes the factor loadings of the related items, the names of the factors given by the authors, and the results of the reliability analyses.

Table 2. Results of the explanatory factor and the reliability analyses for job satisfaction items

	Business tasks and their characteristics	Competence	Equality and communication	Image and earnings
<b><i>Variance Explained (%)</i></b>	<b><i>20,940</i></b>	<b><i>18,715</i></b>	<b><i>15,503</i></b>	<b><i>13,169</i></b>
<b><i>Cronbach's Alpha Value</i></b>	<b><i>0,951</i></b>	<b><i>0,956</i></b>	<b><i>0,920</i></b>	<b><i>0,958</i></b>
I am pleased with the work that is done in my business.	0,936			
I think that the things I do with my company as a business owner make me happy.	0,930			
I love the job I do.	0,919			
The tasks I do for my business are as important as my personal tasks.	0,913			

I would rather spend time on my business than on other activities.	0,872
I am doing the job I have dreamed about since I was a kid.	0,863
Most of the work done at my business is aimed at achieving the company's goals rather than my personal goals.	0,815
In my business, work is the top priority.	0,793

Table 2. Continued

	Business tasks and their characteristics	Competence	Equality and communication	Image and earnings
Most of the work done at my business consists of activities that must be done quickly and correctly.	0,752			
I only know a portion of the specialized information required by my job.	0,669			
Most of my time is spent on activities that are not required by my job.	0,638			
The workload at my business is very high.	0,637			
As the owner of my business, I think that I fully carry out my job and my responsibilities.		0,923		
As the owner of my business, I am competent to do a good job with all the responsibilities I have.		0,899		
As the owner of my business, I believe that I support my employees in all situations.		0,894		
As the owner of my business, I believe that my attitude and behavior make my employees happy.		0,890		
As the owner of my business, I believe that I am honest.		0,871		
As the owner of my business, I believe that I am fair.		0,869		
As the owner of my business, I believe that I think about the interests of my employees.		0,861		
I distribute the business' resources equally between employees at the same level.		0,826		
The financial and non-financial support that my business provides for its employees is sufficient.		0,783		
In my business, employees are promoted based on competence.		0,774		
In my business, I give my employees the opportunity to think and act in new ways.		0,614		
The achievements of my business make me eager to work harder.			0,907	
As the owner of my business, I am careful about the time I start and end work, just like an employee.			0,864	
I work under the same conditions as my employees.			0,835	
I am free to set aside time for non-work activities.			0,828	
In my business, I can easily take care of my private tasks.			0,772	
I have good relationships with my employees.			0,719	
My employees value my ideas.			0,706	
I speak frequently with my employees so I can understand their problems.			0,702	
My employees love to consult me about anything related to business.			0,701	
My employees love to consult me about topics that are not related to business.			0,678	
My business has a good image compared with the neighboring businesses.				0,959

I think that my business has a positive image in its sector.	0,950
I think that the work I do as a business owner directly affects the image of my business.	0,923
My business' image is directly related to my own appearance and behavior.	0,917

Table 2. Continued

	Business tasks and their characteristics	Competence	Equality and communication	Image and earnings
My business provides me with enough income to maintain my desired standard of living.				0,895
I earn much less money than I deserve for the effort I put into my business. (reversed)				0,836
I am having financial problems. (reversed)				0,823
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization.				
Rotation converged in 5 iterations.				

According to Table 2, each factor has a very satisfying reliability degree and high levels of factor loadings denote significant groupings of items analyzed. The factor with the highest variance explanation capability is named as “Business tasks and their characteristics”. This factor reveals business owners’ contentment with the work done in own businesses, joy that these people feel as a result of owning the businesses, and the perceived importance and features of business tasks according to business owners. The second highest contributing factor, “Competence”, refers to the extent, to which the business owners perceive themselves to be sufficient for their business responsibilities and for appropriately treating their employees. Third factor, “Equality and communication”, uncovers the business owners’ work ambitions, their perceived comparisons of own and their employees’ working conditions, and their communication with their employees. The last factor is named as “Image and earnings”; and it is related with the business owners’ perceptions about own business image, image’s connection with the business owner oneself, and earnings provided by the businesses.

## 5. Conclusion

This study is merely performed to understand the factors behind SME owners’ job satisfaction and as expected, multiple factors are accounted for. The use of many instruments together in order to catch an overall structure of job satisfaction, unlike many studies in the literature, is a feature of the current study; and thus enables the authors to compare the results with those that belong to Ayrancı (2011). A common point is that business image is a source of job satisfaction for business owners and other aspects such as financial benefits, relationships with the employees, sufficiency as being the business owner, and the tasks performed in the business along with their characteristics can play roles in business owners’ job satisfaction. A diverging point from Ayrancı (2011), on the other hand, is that the dimensions of business owners’ job satisfaction are further reduced and aggregated when compared to the factors emerged in the scholar’s study. A final remarkable result is that many factors reached are very similar to the factors that make up managers’ and employees’ job satisfaction as explained in the literature, but the contribution of business image to business owners’ job satisfaction is a distinct result.

## References

- Agho, A. O., Price, J. L., and Mueller, C. W. (1992). Discriminant Validity of Measures of Job Satisfaction, Positive Affectivity and Negative Affectivity. *Journal of Occupational and Organizational Psychology*, 65, 185–196.
- Agnblad, J., Berglöf, E., Högföldt, P., and Svancar, H. (2001). Ownership and Control in Sweden: Strong Owners, Weak Minorities, and Social Control. In F. Barca & M. Becht (Eds.), *The Control of Corporate Europe*. 228-258. New York: The European Corporate Governance Network and Oxford University Press.
- Aguilara , F. X., and Vlosky, R. P. (2010). Gender Differences in Determinants of Job Satisfaction among Cooperative Extension Workers in



- The United States. *Applied Economics Letters*, 17(2), 175-179.
- Akar, C. and Yıldırım, Y. T. (2008). Yöneticilerin Örgütsel Bağlılık, İş Tatmini ve Rol Stres Kaynakları Arasındaki İlişkiler: Yapısal Denklem Modeliyle Beyaz Et Sektöründe Bir Alan Uygulaması [The Relationships among Managers' Organizational Loyalty, Job Satisfaction and Role Stress Sources: A Field Study in White Meat Sector with Structural Equation Modeling]. *Gazi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 10, 97-113.
- Aragon-Correa, J.A., Hurtado-Torres, N., Sharma, S., and Garcia-Morales, V. J. (2008). Environmental Strategy and Performance in Small Firms: A Resource-Based Perspective. *Journal of Environmental Management*, 86(1) 88-103.
- Arvey, R., Carter, G., and Buerkley, D. (1991). Job Satisfaction: Dispositional and Situational Influences. In C. Cooper & I. Robertson (Eds.), *International Review of Industrial and Organizational Psychology*. 359-383. Chichester, UK: Wiley.
- Ayrancı, E. (2010). Family involvement in and institutionalization of family businesses: A research. *Business and Economic Horizons*, 3(3), 83–104.
- Ayrancı, E. (2011). A Study on the Factors of Job Satisfaction among Owners of Small and Medium-Sized Turkish Businesses. *International Journal of Business and Social Science*, 2(5), 87–100.
- Balcı, A. (1985). Eğitim yöneticilerinin iş doyumunu [The job satisfaction of education managers]. (Doctoral dissertation). Ankara University, Turkey.
- Barrows, D., & Wesson, T. (2001). A comparative analysis of job satisfaction among public and private sector professionals. *The Public Sector Innovation Journal*, (Online) <http://www.innovation.cc/peer-reviewed/job-satisfaction2.htm> (19.03.2015).
- Bate, S. P. & Robert, G. (2002). Knowledge management and communities of practice in the private sector: lessons for modernising the national health service in England and Wales. *Public Administration*, 80(4), 643-663.
- Baycan, F. A. (1985). Farklı gruplarda çalışan gruplarda iş doyumunun bazı yönlerinin analizi [The analysis of some of the dimensions of job satisfaction in working groups and in different groups]. (Science expertise thesis). Bogazici University, Turkey.
- Beck, T., Demirguc-Kunt, A. & Levine, R. (2005). SMEs, growth, and poverty: Cross-country evidence. *Journal of Economic Growth*, 10, 197–227.
- Berry, J. W. (1997). Immigration, acculturation and adaptation. *Applied Psychology*, 46, 5–68.
- Beylikdüzü OIZ (2015). Firms (In Turkish), (Online), <http://www.ibosb.com/TR/firm/default.asp?mode=2&fArea=0&fCompanyName=&fJobArea=0&fSells=&fBuys=&fCaption1=1&fCaption2=2&fCaption3=3&fCaption4=0&fCaption5=0&fPage=1> (18.04.2015).
- Bird, B., Welsch, H., Astrachan, J. H., & Pistrui, D. (2002). Family business research: The evolution of an academic field. *Family Business Review*, 15, 337–350.
- Boles, J. S. (1996). Influences of work-family conflict on job satisfaction, life satisfaction and quitting intentions among business owners: The case of family-operated businesses. *Family Business Review*, 9, 61–74.
- Borzaga, C. & Tortia, E. (2006). Worker motivations, job satisfaction, and loyalty in public and nonprofit social services. *Nonprofit and Voluntary Sector Quarterly*, 35(2), 225-248.
- Bradley, D. E. & Roberts, J. A. (2004). Self-employment and job satisfaction: Investigating the role of self-efficacy, depression, and seniority. *Journal of Small Business Management*, 42, 37–58.
- Brayfield, A. H. & Rothe, H. F. (1951). An index of job satisfaction. *Journal of Applied Psychology*, 35, 307–311.
- Brown, S. P. & Peterson, R. A. (1993). Antecedents and consequences of salesperson job satisfaction: Meta-analysis and assessment of causal effects. *Journal of Marketing Research*, 30(1), 63-77.
- Brunetto, Y. & Farr-Wharton, R. (2007). The moderating role of trust in SME owner/managers' decision-making about collaboration. *Journal of Small Business Management*, 45(3), 362–387.
- Burdisso T., D'Amato, L., Escude, G. & MacCandless, G. (2001). How much do SME borrow from the banking system in Argentina? mimeo, *Banco Central de la Republica Argentina*.
- Castillo, J. X. & Cano, J. (2004). Factors explaining job satisfaction among faculty. *Journal of Agricultural Education*, 45(3), 65-74.
- Celik, A. & Akgemici, T. (2007). *Girisimcilik kültürü ve Kobi'ler* [The culture of entrepreneurship and SMEs]. Ankara: Gazi Publications.
- Centre for Strategy and Evaluation Services. (2012). Evaluation of the SME Definition. (Online), [http://ec.europa.eu/enterprise/policies/sme/files/studies/evaluation-sme-definition\\_en.pdf](http://ec.europa.eu/enterprise/policies/sme/files/studies/evaluation-sme-definition_en.pdf) (11.04.2015).
- Chandraiah, K., Agrawal, S. C., Marimuthu, P. & Manoharan, N. (2003). Occupational stress and job satisfaction among managers. *Indian Journal of Occupational and Environmental Medicine*, 7, 6–11.
- Chiao, Y. C., Yang, K. P. & Joseph, Y. C. M. (2006). Performance, internationalization, and firm-specific advantages of SMEs in a newly-industrialized economy. *Small Business Economics*, 26, 475–492.
- Clark, A. E. (1997). Job satisfaction and gender: Why are women so happy at work? *Labour Economics*, 4(4), 341-372.
- Clement K. & Hansen, M. (2003). Financial incentives to improve environmental performance: A review of nordic public sector support for SMEs. *European Environment*, 13(1) 34-47.
- Collins, E., Lawrence, S., Pavlovich, K., & Ryan, C. (2007). Business networks and the uptake of sustainability practices: The case of New Zealand. *Journal of Cleaner Production*, 15(8-9), 729-740.
- Davis, K. (1988). *Human behavior in business* [İşletmede insan davranışı (örgütsel davranış)]. (Kemal Tosun et al., Trans.). Istanbul: Istanbul University Faculty of Business Administration Publications.
- Decker, F. H. (1997). Occupational and Non occupational factors in job satisfaction and psychological distress among nurses. *Research in Nursing & Health*, 20(5), 453–464.
- Denes, C. A. (2003). Bolsa escola: Redefining poverty and development in Brazil. *International Education Journal*, 4, 137-147.
- Donavan, D. T., Brown, T. J. & Mowen, J. C. (2004). Internal benefits of service-worker customer orientation: Job satisfaction, commitment, and organizational citizenship behaviors. *Journal of Marketing*, 68(1), 128-146.
- Faragher, E. B., Cass, M. & Cooper, C. L. (2005). The relationship between job satisfaction and health: A meta-analysis. *Occupational and Environmental Medicine*, 62, 105–112.
- Fisher, C. D. (1998). Mood and emotions while working - missing pieces of job satisfaction. *Bond University School of Business Discussion*

*Papers*. Paper# 64.

- Fuchs-Schundeln, N. (2009). On preferences for being self-employed. *Journal of Economic Behavior & Organization*, 71, 162–171.
- George, G., Wiklund, J. & Shaker, A. Z. (2005). Ownership and the internationalization of small firms. *Journal of Management*, 31, 210-233.
- Gibson, T. & Van der Vaart, H. J. (2008). Defining SMEs: A less imperfect way of defining small and medium enterprises in developing countries. (Online) [http://www.brookings.edu/~media/research/files/papers/2008/9/development%20gibson/09\\_development\\_gibson.pdf](http://www.brookings.edu/~media/research/files/papers/2008/9/development%20gibson/09_development_gibson.pdf) (19.03.2015).
- Görg, H. & Ruane, F. (2001). Multinational companies and linkages: Panel-data evidence for the Irish Electronics sector. *International Journal of the Economics of Business*, 8(1), 1-18.
- Gustainiene, L. & Endriulaitiene, A. (2009). Job satisfaction and subjective health among sales managers. *Baltic Journal of Management*, 4, 51–65.
- Hackman, J. R. & Oldham, G. R. (1974). The job diagnostic survey: an instrument for the diagnosis of jobs and the evaluation of job design projects. *Technical Report, 4*, Department of Administrative Sciences, Yale University.
- Hagedorn, L. S. (2000). Conceptualizing faculty job satisfaction: components, Theories, and Outcomes. *New Directions for Institutional Research*, 105, 5–20.
- Hoevenagel, R. & Wolters, T. (2000). Small and Medium-sized enterprises, environmental policies and the supporting role of intermediate organizations in the Netherlands. *Greener Management International*, 30, 61-69.
- Huang, X. & Brown, A. (1999). An analysis and classification of problems in small business. *International Journal of Small Business*, 18(1), 73–86.
- Jamal, M. & Baba, V. V. (2000). Job stress and burnout among Canadian managers and nurses: An empirical examination. *Canadian Journal of Public Health*, 91, 454–458.
- Judge, T. A. (2000). Promote job satisfaction through mental challenge. In E. A. Locke (Ed.), *Handbook of principles of organizational behavior*. 75-89. Oxford, UK: Blackwell Publishing Ltd.
- Karatepe, M. O. (2011). Core self-evaluations, exhaustion, and job outcomes: A study of frontline hotel employees in Iran. *Tourism and Hospitality Research*, 11(4), 248-257.
- Karimi, L. (2009). Do female and male employees in iran experience similar work–family interference, job, and life satisfaction? *Journal of Family Issues*, 30(1), 124-142.
- Katsikea, E., Theodosiou, M., Perdakis, N. & Kehagias, J. (2011). The effects of organizational structure and job characteristics on export sales managers' job satisfaction and organizational commitment. *Journal of World Business*, 46(2), 221-233.
- Kim, W. G. & Brymer, R. A. (2011). The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance. *International Journal of Hospitality Management*, 30(4), 1020-1026.
- Klassen, R. M. & Chiu, M. (2010). Effects on teachers' self-efficacy and job satisfaction: Teacher gender, years of experience, and job stress. *Journal of Educational Psychology*, 102(3), 741-756.
- Knoop, R. (1994). Work values and job satisfaction. *The Journal of Psychology: Interdisciplinary and Applied*, 128(6), 683-690.
- Koh, H. C. & Boo, E. H. Y. (2001). The link between organizational ethics and job satisfaction: A study of managers in Singapore. *Journal of Business Ethics*, 29, 309–324.
- La Porta, R., Lopez-de-Salinas, F. & Shleifer, A. (1999). Corporate Ownership around the world. *Journal of Finance*, 54(2), 471-517.
- Lee, S. Y. (2008). Drivers for the participation of small and medium-sized suppliers in green supply chain initiatives. *Supply Chain Management: An International Journal*, 13(3), 185-198.
- Lloyd-Reason, L. & Mughan, T. (2002). Strategies for internationalization within SMEs: The key role of the owner-manager. *Journal of Small Business and Enterprise Development*, 9(2), 120-129.
- Man, T. W. & Lau, T. J. (2000). Entrepreneurial competencies of SMEs owner/managers in Hong Kong services sector: A qualitative analysis. *Enterprising Culture*, 8(3), 235-254.
- Mason, E. S. (1994). Gender differences in job satisfaction. *The Journal of Social Psychology*, 135, 143-151.
- Meyer, J. P., Paunonen, S. V., Gellatly, I. R., Coffin, R. D. & Jackson, D. N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology*, 74, 152–156.
- Mir, D. F. (2008). Environmental behaviour in Chicago automotive repair micro-enterprises (MEPs). *Business Strategy and the Environment*, 17(3), 194-207.
- Morrison, A. (2003). SME management and leadership development: Market reorientation. *Journal of Management Development*, 22(9), 796-808.
- Naktiyok, A. (2002). Motivasyonel değerler ve iş tatmini: Yöneticiler üzerinde bir uygulama. [Motivational values and job satisfaction: A research on managers]. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 16, 165–185.
- Noor, A. H. & Pi-Shen, S. (2009). Dissecting behaviours associated with business failure: A qualitative study of SME owners in Malaysia and Australia. *Asian Social Science*, 5(9), 98-104.
- Pelfrene, E., Vlerick, P. & Moreau, M. (2003). Perceptions of job insecurity and the impact of world market competition as health risks: Results from Belstress. *Journal of Occupational and Organizational Psychology*, 76, 411–425.
- Pouliakas, K. (2010). Pay enough, don't pay too much or don't pay at all? The impact of bonus intensity on job satisfaction. *IZA Discussion Paper*, #4713.
- Prime Ministry (2015a). General Directorate of Regulatory Development and Publication, (Online), <http://www.resmigazete.gov.tr/main.aspx?home=http://www.resmigazete.gov.tr/eskiler/2005/04/20050416.htm&main=http://www.resmigazete.gov.tr/eskiler/2005/04/20050416.htm> (16.03.2015).
- Prime Ministry (2015b). General Directorate of Regulatory Development and Publication, (Online), <http://www.resmigazete.gov.tr/main.aspx?home=http://www.resmigazete.gov.tr/eskiler/2005/11/20051118.htm&main=http://www.resmigazete.gov.tr/eskiler/2005/11/20051118.htm> (16.03.2015).
- Prime Ministry (2015c). General Directorate of Regulatory Development and Publication, (Online), <http://www.resmigazete.gov.tr/main.aspx?home=http://www.resmigazete.gov.tr/eskiler/2012/11/20121104.htm&main=http://www.resmigazete.gov.tr/eskiler/2012/11/20121104.htm>

- ete.gov.tr/eskiler/2012/11/20121104.htm (16.03.2015).
- PWC (2014). Up Close and Professional: The Family Factor. Global Family Business Survey, (Online), <http://www.pwc.com/gx/en/pwc-family-business-survey/assets/family-business-survey-2014.pdf> (13.04.2015).
- Redmond, J., Walker, E. A. & Wang, C. (2008). Issues for small businesses with waste management. *Journal of Environmental Management*, 88(2), 275-285.
- Republic of Turkey Small and Medium Enterprises Development Organization (2012). Enhancing the Competitiveness of SMESs in Turkey: Country Report, (Online), [http://www.comcec.org/UserFiles/File/%C3%BCIkeraporlar%C4%B1/28\\_isedak\\_%C3%BCIke\\_rap/T%C3%BCrkiye.pdf](http://www.comcec.org/UserFiles/File/%C3%BCIkeraporlar%C4%B1/28_isedak_%C3%BCIke_rap/T%C3%BCrkiye.pdf) (22.03.2015).
- Richard, F., Ghiselli, J. M. & La Lopa, B. B. (2001). Job satisfaction, life satisfaction, and turnover intent among food-service managers. *The Cornell Hotel and Restaurant Administration Quarterly*, 42(2), 28-37.
- Rizzo, J. R., House, R. J. & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Sciences Quarterly*, 15, 150-163.
- Roover, R. (1963). *The rise and decline of the medici bank*. Cambridge, Mass.: Harvard University Press.
- Roy, M. J. & Therin, F. (2008). Knowledge acquisition and environmental commitment in SMEs. *Corporate Social Responsibility and Environment Management*, 15(5), 249-259.
- Ruzzier, M., Hisrich, R. D. & Antoncic, B. (2006). SME internationalization research: Past, present, and future. *Journal of Small Business and Enterprise Development*, 13(4), 476-497.
- Saari, L. M. & Judge, T. A. (2004). Employee attitudes and job satisfaction. *Human Resource Management*, 43(4), 395-407.
- Savlovski, L. I. & Robu, N. R. (2011). The role of smes in modern economy. *Economy-Management Series*, 14(1), 277-281.
- Schmiemann, M. (2008). Enterprises by size class - overview of SMEs in the EU. (Online), [http://epp.eurostat.ec.europa.eu/cache/ITY\\_OFFPUB/KS-SF-08-031/EN/KS-SF-08-031-EN.PDF](http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-SF-08-031/EN/KS-SF-08-031-EN.PDF) (10.04.2015).
- Seo, Y., Ko, J. & Price, J. L. (2004). The determinants of job satisfaction among hospital nurses: A model estimation in Korea. *International Journal of Nursing Studies*, 41, 437-446.
- Shockley, K. M. (2011). Reconsidering work-family interactions and satisfaction: A meta-analysis. *Journal of Management*, 37(3), 861-886.
- Singh, P., Finn, D. & Goulet, L. (2004). Gender and job attitudes: An examination and extension. *Women in Management Review*, 19, 345-355.
- Smallbone, D., Piasecki, B., Venesaar, U., Todorov, K. & Labrianidis, L. (1999). Internationalization and SME development in transition economies: An international comparison. *Journal for Small Business and Enterprise Development*, 5(4), 363-375.
- Smith, M. (2003). From entrepreneurial to professional management: A transition model from Australian manufacturing SMEs. *Small Enterprise Research*, 11(1), 3-21.
- Staw, B. M., Bell, N. E. & Clausen, J. A. (1986). The dispositional approach to job attitudes: A lifetime longitudinal test. *American Science Quarterly*, 31, 56-77.
- Stevenson, L. (2010). *Private sector and enterprise development: Fostering growth in the Middle East and North Africa*. Canada: IDRC Publications.
- Stoner, B., Charles, R., Hartman, R. I. & Arora, R. (1990). Work-home role conflict in female owners of small businesses: An exploratory study. *Journal of Small Business Management*, 28(1), 30-38.
- Taylor, M. (2004). Self-employment in Britain: When, who and why? *Swedish Economic Policy Review*, 12, 139-173.
- The Turkish Language Association (2015). Genel Sözlük: Tatmin [General dictionary: Satisfaction]. (Online), [http://www.tdk.gov.tr/index.php?option=com\\_gts&arama=gts&guid=TDK.GTS.553f65e6ee933.13514556](http://www.tdk.gov.tr/index.php?option=com_gts&arama=gts&guid=TDK.GTS.553f65e6ee933.13514556) (08.03.2015).
- Veloutsou, C. A. & Panigyrakis, G. G. (2004). Consumer brand managers' job stress, job satisfaction, perceived performance and intention to leave. *Journal of Marketing Management*, 20(1-2), 105-131.
- Verhofstadt, E. & Omev, E. (2003). The impact of education on job satisfaction in the first job. *Working paper*, Faculty of Economics and Business Administration, Ghent University, Belgium. Paper# 03/169.
- Watson, J. & Newby, R. (2005). Biological sex, stereotypical sex - roles, and SME owner characteristics, *International Journal of Entrepreneurial Behaviour & Research*, 11(2), 129-143.
- Wells, G. T. (1990). Influence of organizational structure on nurse manager job satisfaction. *Nursing Administration Quarterly*, 14(4), 1-8.
- Wiley, D. N. (1987). The relationship between work/nonwork role conflict and job-related outcomes: Some unanticipated findings, *Journal of Management*, 13(3), 467-472.
- Wright, B. E. & Davis, B. S. (2003). Job satisfaction in the public sector: The role of the work environment. *American Review of Public Administration*, 33, 70-90.
- Wu, Z., Hedges, P. L. & Zhang, S. (2007). Effects of concentrated ownership and owner management on small business debt financing. *Journal of Small Business Management*, 45, 422-437.
- Yoruk, N. & Ban, U. (2003). *Kobi'lerin finansman sorunlari ve finansman sorunlarinin kaynaklarinin belirlenmesine yönelik bir uygulama* [Financial problems of SMEs and a research to determine the sources of financial problems]. Ankara: Gazi Publications.
- Yousef, D. A. (2000). The interactive effects of role conflict and role ambiguity on job satisfaction and attitudes toward organizational change: A moderated multiple regression approach. *International Journal of Stress Management*, 7, 289-303.