

## **The Relationship between Personnel Workload and Work Satisfaction within Accommodation and Nutrition Establishments**

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### **Abstract**

*The present study examined the relationship between workload and work satisfaction of personnel working in accommodation and nutrition establishments. The study used a cluster sampling method. Ten accommodation and nutrition establishments were included as a cluster, and the sample group consisted of 340 personnel working at these establishments. “Work satisfaction” and “workload” scales were used. Independent group t-test and correlation analyses were used to analyze the data. The results showed that personnel workload was not excessively high, but that work satisfaction was low.*

**Key Words:** Accomodational Institution, Nutritional Institution, Workload, Job Satisfaction

### **1. Introduction**

The concept of work satisfaction, which is generally defined as a reaction of personnel towards their feelings regarding their jobs, was first put forward in the 1920s. The importance of this concept came to be understood between the 1930s and the 1940s (Üngüren et al., 2009:41). The first studies carried out on work satisfaction were initiated in the 1930s with the Hawthorne research of Elton Mayo. However, these early studies did not subsequently become the main theory regarding work satisfaction. Maslow, in the 1940s and Alderfer, in the subsequent years, related work satisfaction to meeting the needs of the individual (Yılmaz et al., 2010: 92). Work satisfaction is the individual's perception of his/her job, or his/her life in relation to the job, a situation that results in a satisfactory or positive feeling. Work satisfaction is the indicator of the physical and mental health of the personnel as well as an indicator of their individual, physiological and psychological feelings (Keser, 2006:104). The factors that affect work satisfaction can be discussed as “individual” and “organizational”. The personnel's personal characteristics, genetic inclination, family, the education they have received, value judgments, work experience, the social structure he/she lives in, and his/her environment, play important roles in work satisfaction (Akıncı, 2002:4). If there is compliance between the features of the work and the desires of the personnel, work satisfaction can be provided (Silah, 2000).

In addition, the overall nature and the level of difficulty of the work, the remuneration, the social views of the particular establishment, working conditions and job safety, the opportunities for promotion, the existence of an appropriate reward system, the manager, the degree of worker participation in decision-making, and the workload of the personnel are the factors that affect work satisfaction depending on the work environment (Bakan and Büyükmeşe, 2007: 7).

In a study carried out by Toker (2008: 69), with a view to determining the effects of the means used by incentive for motivation in hotel establishments on work satisfaction (very unclear – “to motivate staff and offer job satisfaction, it was found that the relations and effects of the means of incentive could be categorized under four groups, the economic, the social, the psychological, and organizational – administrative, in the hotel establishments where work satisfaction was at a significant level (Toker, 2008: 69). Workload can be defined as “the amount of work that should be done in a certain period of time and with a certain quality”.

Workload means productivity for the establishment; while it means the time and energy spent in order to do the work in terms of the individual (Maslach and Leiter, 1997: 38). In the service sector, where customer satisfaction is paramount, for a business establishment to become successful and to sustain that success, for it to be fruitful and profitable, it requires personnel participation in the service production process in an enthusiastic, ambitious and efficient way. On the one hand, individuals who work in accommodation and nutrition establishments have to achieve successful results; on the other hand, they have to cope with heavy workloads, responsibilities and the difficulties that such a working life brings (Altay, 2009: 2). An increase in the workload of the personnel results in a decrease in work satisfaction. And any decrease in work satisfaction is generally considered to be related to problems such as uneasiness, tension, anger, depression and fatigue (Beehr and Newman 1978: 665, Dua 1996: 117). These problems are reflected in work performance, they are revealed in behaviors such as working less efficiently (lower productivity) a lowering of concentration, an increase in making errors, conflicts between individuals, displays of insensitivity, taking too many health reports and being late for work. (Matrunola 1996: 827). In a survey of the literature, studies of the work satisfaction levels of personnel working in accommodation establishments (Altay, 2009: 1, Kantarcı, 1997: 15, Pelit and Öztürk, 2010: 43, Tarlan and Tütüncü, 2001: 141, Toker, 2007: 92, Üngüren et al., 2010: 2922) and nutrition establishments (Tütüncü, 2000: 169) were encountered. However, a detailed study examining the relationship between the work satisfaction levels and the workload of the personnel in accommodation and nutrition establishments was not found.

## **2. Method**

### **2.1. The Population and Sampling of the Study**

The population of the study is comprised of personnel working in four and five star accommodation and nutrition establishments that serve the coastal parts of the Mediterranean region in Turkey. In the study, a cluster sampling method was used, and 10 accommodation and nutrition establishments were considered to be the cluster, and a total of 340 personnel working in these establishments comprised the sampling group.

### **2.2. Data Collection Tools**

Two different scales were used in the study. In order to determine work satisfaction, the scale which was developed by Brayfield and Rothe (1981), and comprised of the answers - with five items - of “I absolutely agree- I absolutely disagree” and which was evaluated between 1 and 5, was used. (The questions in the study were taken from Keser, 2006:100). And, with a view to measuring the workload, the scale which was developed by Spector and Jex (1997:356) and comprised of the answers - with five items - of “I absolutely agree- I absolutely disagree” and which was evaluated between 1 and 5, was used. The scale was adapted into Turkish by Keser (2006:100). The statistical analysis of the data was carried out by using the SPSS (Statistical Package for Social Sciences) 14.01 statistical program. “Independent Groups *t* Test” was conducted with a view to analyzing the demographic variables and to evaluate the questions of the research. In addition, “Correlation Analysis” was carried out in order to express the relationship between two fundamental variables.

### **2.3. Reliability Analysis**

Reliability means the level of independence from error. The reliability of a scale is determined when it gives consistent, balanced and repeatable results. In the present study, Cronbach’s  $\alpha$  value was used in determining the reliability of the scales (Ceylan et al., 2005: 35) Cronbach’s  $\alpha$  values belonging to the two scales, which were used in the study, was found by means of the SPSS statistical program. Cronbach’s  $\alpha$  value indicates the weighted standard change mean which is found by proportioning the total of the general variances of the total of the variances of *n* problems in a scale to the general variance. (Özdamar, 1999: 513) The level of reliability (Cronbach’s alpha value) of the “Work Satisfaction Scale”, which was used in the study, was determined as 0.8784.

### **3. Findings**

The findings obtained from this study, which was carried out with a view to determine the relationship between the work satisfaction and the workload of the personnel working in accommodation and nutrition establishments, are presented below.

As seen in Table 1, the level of reliability of the Work Satisfaction Scale was found to be 0.8784, and the level of reliability of the Workload Inventory was found to be 0.8913. Since the Cronbach's alpha value of both scales surpassed 0.70, which is the acceptable level, the reliability of both scales was confirmed.

#### **3.1. Demographic Findings**

In Table 2, the demographic features of the personnel of the accommodation and nutrition establishment who participated in the study are given. According to Table 2, participants in the study, who are male (65.0%), in the age group "20-30" (47.9%), the graduates of secondary education (45.3%), whose monthly income is between 751 and 1500 TL (49.4%), who are service personnel (25.6%), and whose period of working in the establishment (39.1%) and whose work experience (28.2%) are between 1 and 3 years, are high in number. In Table 3, the levels of satisfaction of the personnel working in the accommodation and nutrition establishments regarding some of the services provided by the establishment are presented. In the study, those who stated that they were satisfied with the services of food-drink (75.9%), accommodation (69.4%), remuneration (59.7%), transportation (67.8%) and social security (72.9%) provided by the accommodation and nutrition establishment in which they worked, are high in number.

#### **3.2. Independent Groups t Test Belonging to Variables**

In Table 4, it is observed that the mean of the general work satisfaction of the personnel is 2.8906. This ratio indicates that the work satisfaction of the personnel is not so high. A similar result was obtained also in the study conducted by Keser (2006: 100) on the personnel working in call centers. While in a study conducted by Pelit and Öztürk (2010: 43) with personnel working in accommodation establishments, this ratio was found to be 3.57, the ratio in question was found to be 3.29 in the study conducted by Toker (2007: 591). The above findings can be accepted as an indication that personnel are in general not as satisfied with their jobs as they desire.

In Table 5, the analysis of the independent groups t test regarding the variable of age is presented.

It was found that there was no significant difference in the level of work satisfaction depending on the variable of age ( $p=0.253$ ). Similar results were also obtained in the study conducted by Keser (2006: 100). However, in the research conducted by Toker (2007: 591), it was determined that there was difference in the levels of work satisfaction of the personnel working in accommodation establishments according to the variable of age. The studies carried out have indicated that there is a positive correlation between age and work satisfaction, and as age increases work satisfaction also increases (Lee and Wilbur, 1985: 781, Hickson and Oshagbemi, 1999: 537). The reason behind this is that coherence increases as a result of experience. The studies which were carried out in five different countries indicated that the elder personnel were satisfied with their jobs more than the young personnel were (Davis, 1988: 99). Baysal (1981: 193) indicates in his study that as experience and success are obtained in the work carried out (and this can be realized over time), work performance increases and the positive effect of carrying out good work on work satisfaction reveals itself. Baysal also expresses the view that work satisfaction increases as the age increases. As a result of the sectoral features, such as the fact that the personnel working in establishments in the accommodation and nutrition sector are generally young, the number of the personnel working for a season is high, the circulation of the personnel is fast, it is possible to say that there is no relationship found in the present study between the variable of age and work satisfaction.

#### **3.3. Gender**

In Table 6, the analysis of the independent groups t test regarding the variable of gender is given.

It was found that there was no significant difference in the level of work satisfaction depending on the variable of gender ( $p>0.05$ ). Looking at the mean values in Table 6, it is observed that the levels of work satisfaction of the female personnel and that of the male personnel are close to each other. As a matter of fact, similar results were also obtained in the studies carried out by Bilgiç (1998: 549), Pelit and Öztürk (2010: 43), and Toker (2007: 92).

In the related literature, when the results of the different research conducted regarding the relationship between gender and work satisfaction are evaluated overall, it is indicated that gender has a much more indirect effect on work satisfaction, rather than having a direct effect (Oshagbemi, 2000: 389).

In addition to this, although it has been determined by means of various pieces of research that the variable of gender is a factor in work satisfaction, there are still inconsistencies regarding the issue of which gender obtains more job satisfaction (İnce, 2003: 10). In this respect, the other factors which affect work satisfaction should also be included within the scope of the studies in order to more fully ascertain the effect of gender, which is considered as an individual factor, on work satisfaction. Researches related to this issue are conducted on this respect, as well. (Unclear section – check changes and additions) Examining Table 7, it is seen that the means of the workload of the personnel (2.8906) are not very high. However, in the study carried out by Keser (2006:100), it was found that the means of the workload of the personnel (3.5) were higher. This difference among the findings may stem from the fact that the present study was conducted on the personnel working in accommodation and nutrition establishments.

In Table 8, the analysis of the independent groups t test regarding the variable of age is given.

It is observed that there is no significant difference in the levels of workload according to age groups ( $p= 0.380$ ). Examining the mean values in Table 8, attention is drawn to the fact that although there is not so much difference among age groups in terms of the levels of perceiving the workload, there is more workload perception in the age group of 20–30. In the study carried out by Keser (2006: 100), similar results were also obtained.

In Table 9, the analysis of the independent groups t test regarding the variable of gender is given.

It is observed that there is no significant difference in workload perception depending on the variable of gender ( $p=0.472$ ). Examining the mean values in Table 9, attention is drawn to the fact that although there is not so much difference among age groups in terms of the level of perceiving the workload, there is more workload perception in the female personnel.

### **3.4. Correlation Analysis**

Correlation analysis is conducted when carrying out a study on the direction and the power of the relationship between two variables is wanted (Bayram, 2004: 115). The Pearson correlation coefficients, and the mean, the standard deviation and the correlation values of the variables of “Workload” and “Work satisfaction” examined in this study are given in Table 10 and Table 11.

### **4. Results and Suggestions**

The present study was planned and carried out with a view to determine the relationship between the work satisfaction and the workload of the personnel working in accommodation and nutrition establishments. In the study, the data belonging to 340 personnel was evaluated. The important results obtained in the study are as follows;

- The personnel predominant in the study are as follows: the male personnel (65.0%), the personnel in the age group of “20-30” (47.9%), the personnel who are graduates of secondary education (45.3%), and the personnel whose monthly income is between 751 and 1500 TL (49.4%), the service personnel (25.6%), the personnel whose period of working in the establishment (39.1%) and whose work experience (28.2%) are between 1 and 3 years.
- Among the personnel, 75.9% of them expressed that they were satisfied with the food-drink services; 72.9% of them expressed that they were satisfied with social security services; 67.8% of them expressed that they were satisfied with transportation services; 69.4% of them expressed that they were satisfied with accommodation services, while 59.7% of them expressed that they were satisfied with the issue of remuneration provided to them by the accommodation and nutrition establishment where they worked.
- The level of work satisfaction of the personnel was found to be low. There is no difference in the levels of work satisfaction of the personnel according to age and gender groups ( $p>0.05$ )

- The means of the workload of the personnel who participated in the study ( $X=2.8$ ) are not so high. It was found that there was no significant difference in the levels of workload according to age and gender groups ( $P>0.05$ ).

Examining the mean values, attention is drawn to the fact that although there is not much difference among age groups in terms of the level of perceiving the workload, there is a higher workload perception in the female personnel.

- The fact that the study was carried out with personnel working in accommodation and nutrition establishments only, is the most important limitation of the study.

The concept of satisfaction, which is one of the most effective means to increase the productivity of the personnel within a job environment, reflects the attitude of the personnel towards their jobs, and when this attitude is positive, satisfaction is high; however, when this attitude is negative, satisfaction is low. The establishments of accommodation and nutrition are among the sectors in which labor intensive work is carried out. The work satisfaction and the workload of the working personnel have direct effects on the guests in the establishments. For this reason, establishments should take the necessary measures to develop and encourage positive attitudes in the personnel towards their jobs. Finally, based on the findings summarized above, some suggestions are made in order to realize the developments necessary to foster positive attitudes:

-The administrators can convey information related to the jobs to the personnel, and they can acquire information regarding the problems met by the personnel in relation to their various jobs by means of frequent and regular contact with them. Thus, they can make important contributions to the performance and work satisfaction of the personnel.

-The administrators should inform the personnel of their various job definitions, clearly and explicitly stating staff duties, what they are authorized to do, and their responsibilities as laid out in those job definitions.

- They should convey the duties that will be given to each individual in the personnel, as appropriate for the level of knowledge of the individual, and by taking their individual limitations into consideration, which will contribute them to develop more positive attitudes towards their perception of the workloads.

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**Table 1: Numbers of Reliability Belonging to the Variables**

Scale	Number of Questions	n	Cronbach's $\alpha$ value
JSS	5	340	0.8784
WI	5	340	0.8913

*JSS: Work Satisfaction Scale*

*WI: Workload Inventor*

**Table 2: Demographic Features**

<b>Variable</b>	<b>Group</b>	<b>Number</b>	<b>Percentage</b>
Gender	Female	119	35.0
	Male	221	65.0
Age	20-30	163	47.9
	31-40	138	40.6
	41-50	31	9.1
	51-60	8	2.4
Level of Education	Primary Education and Secondary Education	80	23.5
	Secondary Education	154	45.3
	Higher Education	106	31.2
Level of Income	750 TL and under	110	32.4
	751-1500 TL	168	49.4
	1501-2250 TL	32	9.4
	2251-3000 TL	22	6.5
	3001 TL and above	8	2.4
Duty	Administrator	40	11.8
	Chef	37	10.9
	Assistant chef	16	4.7
	Dish washer	22	6.5
	Fielder	7	2.1
	Housekeeping personnel	47	13.8
	Laundry personnel	10	2.9
	Technical officer	16	4.7
	Transportation personnel	9	2.6
	Security	12	3.5
	Front office	31	9.1
Service personnel	87	25.6	
Animation personnel	6	1.8	
Period of Working in the Establishment	Less than 1 year	84	24.7
	1-3 years	133	39.1
	4-6 years	68	20.0
	7-10 years	36	10.6
Work Experience	11 years and more	19	5.6
	Less than 1 year	41	12.1
	1-3 years	96	28.2
	4-6 years	95	27.9
	7-10 years	65	19.1
	11 years and more	43	12.6
<b>Total</b>		<b>340</b>	<b>100.0</b>

**Table 3: The Distribution of the Personnel According to the Levels of Satisfaction Regarding the Services Provided by the Establishments**

Services	Level of Satisfaction	Number	Percentage
Food-Drink Services	Satisfied	258	75.9
	Unsatisfied	82	24.1
<b>Total</b>		<b>340</b>	<b>100.0</b>
Accommodation Services	Satisfied	75	69.4
	Unsatisfied	33	30.6
<b>Total</b>		<b>108</b>	<b>100.0</b>
Remuneration	Satisfied	203	59.7
	Unsatisfied	137	40.3
<b>Total</b>		<b>340</b>	<b>100.0</b>
Transportation	Satisfied	82	67.8
	Unsatisfied	39	32.2
<b>Total</b>		<b>121</b>	<b>100.0</b>
Social Security	Satisfied	248	72.9
	Unsatisfied	92	27.1
<b>Total</b>		<b>340</b>	<b>100.0</b>

**Table 4: The levels of general work satisfaction**

Work satisfaction	n	Mean	Standard Deviation	Standard Error
Total	340	2.8906	0.02599	.47921

**Table 5: The results of the analysis of the independent group's t test regarding the variables of work satisfaction and age**

Dimension	20-30 (n:163)		31-40 (n:138)		sd	t	p
	$\bar{X}$	sd	$\bar{X}$	sd			
Work satisfaction	2.85	0.46	2.91	0.49	338	-1.145	0.253

**Table 6: The results of the analysis of the independent groups t test regarding the variables of work satisfaction and gender**

Dimension	Male (n:221)		Female (n:119)		sd	t	p
	$\bar{X}$	sd	$\bar{X}$	sd			
Work satisfaction	2.89	0.47	2.88	0.48	338	-.185	.853

**Table 7: The levels of general workload**

Workload	n	Mean	Standard Deviation	Standard Error
Total	340	2.8906	0.47921	0.10807

**Table 8: The results of the analysis of the independent groups t test regarding the variables of workload and age**

Dimension	20-30 (n:163)		31-40 (n:138)		sd	t	p
	$\bar{X}$	sd	$\bar{X}$	sd			
Workload	2.98	1.26	2.86	1.16	299	0.88	0.380



**Table 9: The results of the analysis of the independent groups t test regarding the variables of workload and gender**

Dimension	Male (n:221)	Gender sd	Female (n:119)		sd	t	p
	$\bar{X}$		$\bar{X}$	sd			
<b>Workload</b>	2.90	1.22	3.00	1.18	338	0.721	0.472

**Table 10: The correlation between workload and work satisfaction**

		Workload	Work satisfaction
<b>Workload</b>	Pearson Correlation	1	-.257
	(Sig. (two tailed)	.	.000*
<b>Work satisfaction</b>	Pearson Correlation	-.257	1
	(Sig. (two tailed)	.000*	.

is significant at the level of p<0.05. (two tailed)

**Table 11: The mean values and standard deviation values of the workload and work satisfaction scales**

Variables	Mean	Standard Deviation	N
Workload	2.9353	1.21371	340
Work satisfaction	2.8906	0.47921	340