



12th International Strategic Management Conference, ISMC 2016, 28-30 October 2016, Antalya, Turkey

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

Ali Doğan Al<sup>a\*</sup>, İbrahim Anıl<sup>b</sup>

<sup>a,b</sup> Marmara University, Istanbul, 34180, Turkey

### Abstract

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

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

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Peer-review under responsibility of the organizing committee of ISMC 2016.

*Keywords:* Part-Time Employment, Job Satisfaction, Individual Performance

### 1. Theoretical Frame

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

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

\* Corresponding author. Tel. +90-543-451-8515 fax. +90-212-234-1715

Email address: [alidoganal@hotmail.com](mailto:alidoganal@hotmail.com)

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

### *1.1. Partial Inclusion Theory*

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

### *1.2. Frame of Reference Theory*

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

### *1.3. Theory of Social Exchange*

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

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

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