

Factors Influencing Job Satisfaction in the Turkish Defense Industry

Murat Nazli¹

Oguzhan Camoglu²

Abstract

The study investigates the factors affecting employee satisfaction in the Turkish defense industry, characterized by its hierarchical structures and strategic national importance. The objective was to examine the impact of technological advancements, leadership styles, ethical concerns, work-life balance policies, and political climates on job satisfaction. A qualitative perspective was used, comprising 30 key studies and qualitative interviews with 14 senior executives. Research indicates that technology innovation and ethical compliance improve satisfaction while posing adaption difficulties. Collaborative leadership and strong work-life balance policies were recognized as essential, while job security surfaced as a fundamental aspect of morale under political volatility. These findings give practical insights for policymakers and organizational leaders, tackling sector-specific difficulties and proposing solutions to enhance employee satisfaction.

1. Introduction

Employee satisfaction is key to company success, affecting productivity, retention, and morale (Ahmed et al., 2025; Carter & Li, 2023). Regardless of being extensively studied in the sectors like tourism, healthcare, and technology (Stamolampros & Dousios, 2024; Hoxha et al., 2024; Barbu et al., 2025), there is a scarcity of research exploring the unique characteristics of the defense industry, particularly in Turkey. The study examines the relationship between employee satisfaction and factors such as technology

-
- 1 Assoc. Prof., Izmir University of Economics, Vocational School, Izmir Institute of Technology nazli.murat@gmail.com, ORCID ID 0000-0003-0335-1706
 - 2 MA, Engineering Management Master Pr., Izmir Institute of Technology, oguzhancamoglu35@gmail.com

advancements, ethical dilemmas, work-life balance initiatives, leadership approaches, and job security within a politically volatile environment (Santana & Loureiro, 2024; Zhang & Perez, 2024).

The Turkish defense industry presents a distinctive environment characterized by its hierarchical frameworks and the use of advanced technology. The impact of leadership styles within confined contexts and the ethical dilemmas inherent in national security endeavors are insufficiently examined in the literature. The study uses a qualitative approach, combining results from an examination of 30 relevant articles with qualitative interviews of top managers. The findings improve understanding of how these factors intersect to influence job satisfaction, providing actionable suggestions for improving organizational practices. The pilot study highlights the broader implications for critical sectors facing these challenges.

2. Literature Review

The effect of job satisfaction on productivity, staff retention, and morale has made it a critical subject in organizational research. Despite the fact that broad attributes such as burden and professional development have received significant attention, high-risk industries, such as the defense industry, present unique challenges that are often overlooked (Carter & Li, 2023; Williams et al., 2024). These issues encompass considerable employment demands, ethical dilemmas, and political conditions, all of which affect job security and are vital aspects in enterprises of national significance (Santana & Loureiro, 2024).

Leadership styles in hierarchical and limited organizational structures significantly influence employee satisfaction. Studies demonstrate that transformative leadership can enhance employee inclusion and engagement, mitigating the adverse impacts of inflexible hierarchies. Conversely, authoritarian leadership, commonly found in defense sectors, is frequently associated with heightened employee conflict and discontent (Kim & Martinez, 2023). Although the importance of leadership in fields like healthcare and education is well-established, defense sectors are little examined in this context, warranting additional investigation (Chen et al., 2023).

Ethical concerns, particularly with national security and emerging technologies, affect employee morale in the defense industry. The disparity between personal ideals and business objectives may lead to diminished job satisfaction (Sezgin & Adar, 2023). Previous research has highlighted the importance of establishing clear ethical frameworks to address these issues;

nevertheless, the intricate interactions of these challenges inside defense organizations remain insufficiently examined.

For high-risk industries like defense, technological advancements bring advantages as well as challenges. While innovation increases organizational effectiveness, it could also overwhelm staff members with constant learning and adaptability required. The fast change of technology and the need to understand complex systems cause great stress for defense sector personnel (Johnson & Ahmed, 2024; Tekin & Ozturk, 2023).

Defense sectors that are characterized by demanding work environments, such as the defense, work-life balance is a critical factor that impacts employee satisfaction. The implementation of work-life balance policies that are effectively implemented can enhance staff retention and job satisfaction (Kim & Martinez, 2023). However, operational constraints in high-security environments often hinder the adaptation of flexible policies, negatively impacting employee well-being (Williams et al., 2024).

Despite the acknowledgment of these distinct factors, significant research into the Turkish defense sector remains restricted. Current research usually ignores the interaction of political processes, hierarchical structures, and ethical considerations, resulting in a gap in understanding. Rectifying these deficiencies provides both theoretical and practical advancements to the dialogue on employee satisfaction. An integrated approach may elucidate the collective impact of these determinants on job satisfaction, offering critical insights for enhancing employee well-being in high-pressure settings (Santana & Loureiro, 2024; Zhang & Perez, 2024).

3. Methodology

This research employed a qualitative approach to thoroughly investigate the factors impacting employee satisfaction in the Turkish defense sector. Research methodology comprises two essential phases: a comprehensive literature review and qualitative interviews with the professionals. A thorough analysis of 150 papers indexed in SSCI and Scopus was performed, focusing on the factors influencing employee satisfaction. The items were assessed for their significance, methodological robustness, and contextual congruence with the Turkish defense sector. This method reduced the list to 30 publications, of which five were designated as key references owing to their importance, which are as follows:

Patel & Nguyen (2023) investigated the impact of political climates on job perceptions and security in the defense sector, highlighting the interplay of external factors and workforce morale. Zhang & Perez (2024) analyzed

leadership styles in hierarchical organizations. Kim & Martinez (2023) examined the impact of work-life balance policies on employment and contentment in high-stress sectors. Carter & Li (2023) examined ethical issues in the defense industry and their effects on employee motivation and satisfaction. Johnson & Ahmed (2024) investigated the effects of swift technological advancements on employment satisfaction in the defense companies. These sources provided the theoretical framework and enabled the advancement of the investigation, inquiries, and interview techniques. Semi-structured interviews were conducted with 14 senior managers throughout an eight-week duration from Turkey's defense sector. The interview questions derived from the literature review are:

1. How does technological change in systems engineering in the defense industry impact job satisfaction?
2. How do ethical concerns in the defense industry affect employee job satisfaction?
3. What is the effect of work-life balance policies on job satisfaction (JS) for defense industry engineers?
4. How does leadership style in hierarchical organizations in the defense industry affect job satisfaction?
5. How does the perception of job security among defense industry employees impact job satisfaction in fluctuating political climates?

The demographic data include age, gender, professional experience, and job title. A qualitative methodology was used for its capacity to obtain in-depth insights into intricate organizational dynamics (Santana & Loureiro, 2024). The research employed senior executives to identify nuanced traits and causal relationships. The qualitative phase started on October 20, 2024, and concluded on December 06, 2024. The interview data were classified and assessed thematically to reveal recurring patterns and innovative discoveries (Johnson & Ahmed, 2024). These data will serve as the foundation for hypothesis development and quantitative validation, ensuring a grasp of employee satisfaction dynamics in Turkey's defense sector.

4. Findings & Discussion

Table 1 shows the key results of the study, representative themes, and the percent of agreement for the questions.

Table 1: Key findings

Questions	Key findings	Representative themes	% of agreement
1. Impact of technological change on JS	Technological advancements improve job satisfaction through enhanced efficiency and innovation.	Efficiency, innovation, and the challenges in adaptation	93
2. Impact of ethical concerns on JS	Ethical adherence boosts job satisfaction but introduces challenges in balancing compliance and deadlines.	Balancing ethics with deadlines and moral alignment	89
3. Impact of work-life balance policies on JS	Work-life balance policies positively impact morale and productivity but face implementation challenges.	Stress reduction and productivity enhancement	87
4. Impact of leadership style on JS	Leadership styles significantly influence satisfaction, with collaborative approaches being most effective.	Collaboration vs. rigidity in leadership styles	90
5. Impact of job security in fluctuating political climates	Job security perceptions are pivotal in maintaining morale during political instability.	Stress from uncertainty and need for transparent communication	85

Table 2 presents the demographic characteristics (gender, job title, age, and work experience) of the respondents and the responses for Question 1- Question 5.

Table 2: Demographic features and the responses

	A	B	C	D	E	F	G	H	I	J
1	Person	Gender	Title	Age	Experience (Years)	Q1 (Tech Change Impact)	Q2 (Ethical Concerns Impact)	Q3 (Work-Life Balance Impact)	Q4 (Leadership Style Impact)	Q5 (Job Security Impact)
2	Person 1	Male	Systems Integration Manager	37	13	Enhanced efficiency, challenges in adaptation, increased motivation	Ensures compliance, aligns with values, enhances pride	Improves management, fosters support, reduces stress	Encourages innovation, supports collaboration, reduces stress	Mitigates stress, fosters stability, improves morale
3	Person 2	Male	Software Development Director	34	11	Learning opportunities, demanding but rewarding, enhances satisfaction	Moral alignment, slows progress, builds trust	Reduces burnout, improves focus, enhances morale	Boosts morale, fosters inclusion, builds trust	Ensures stability, reduces anxiety, enhances morale
4	Person 3	Female	Mechanical Design Team Lead	40	16	Boosts innovation, challenges in adoption, creates pride	Long-term impact, encourages care, enhances meaning	Balances duties, reduces stress, enhances motivation	Supports creativity, fosters respect, improves engagement	Encourages productivity, reduces anxiety, fosters engagement
5	Person 4	Male	Advanced Electronics Program Manager	39	15	Strategic planning benefits, complex but fulfilling, boosts morale	Aligns with standards, builds trust, mitigates stress	Enables flexibility, improves productivity, fosters commitment	Balances authority, reduces micromanagement, builds trust	Fosters commitment, mitigates uncertainty, enhances satisfaction
6	Person 5	Male	Project Manager for Strategic Initiatives	36	14	Stimulates growth, challenges in implementation, aligns with goals	Fosters integrity, builds trust, aligns with goals	Supports wellness, reduces stress, boosts satisfaction	Encourages growth, fosters inclusion, boosts satisfaction	Reduces stress, ensures stability, builds trust
7	Person 6	Male	Production and Operations Lead	38	16	Streamlines workflows, improves productivity, enhances satisfaction	Ensures sustainability, challenges standards, boosts satisfaction	Improves focus, enhances productivity, encourages	Supports autonomy, fosters mentorship, reduces stress	Supports confidence, mitigates anxiety, fosters focus
8	Person 7	Female	Validation and Testing Supervisor	42	18	Supports dynamic environment, some stress, drives motivation	Supports safety, mitigates risks, encourages accountability	Supports flexibility, enhances morale, reduces stress	Enhances collaboration, improves morale, builds trust	Encourages trust, reduces stress, improves
9	Person 8	Male	Quality and Compliance Manager	35	12	Improved evaluation, challenges in compliance, satisfaction in results	Ensures quality, builds trust, fosters loyalty	Improves stress management, boosts engagement, enhances morale	Fosters respect, encourages inclusion, boosts engagement	Boosts confidence, ensures loyalty, improves satisfaction
10	Person 9	Male	R&D Innovations Lead	37	14	Encourages creativity, balances discipline, fosters fulfillment	Encourages responsibility, aligns with innovation, fosters pride	Balances workload, improves health, boosts motivation	Supports creativity, balances structure, enhances	Enhances focus, fosters innovation, reduces
11	Person 10	Male	Supply Chain Optimization Manager	39	16	Transforms operations, boosts decision-making, enhances engagement	Ensures transparency, boosts sustainability, improves morale	Enhances flexibility, reduces stress, fosters sustainability	Enhances flexibility, encourages collaboration, builds trust	Builds resilience, fosters stability, reduces
12	Person 11	Female	Manufacturing Process Manager	41	17	Enhances precision, boosts efficiency, improves morale	Encourages accountability, aligns with safety, enhances trust	Encourages balance, supports wellness, reduces stress	Encourages accountability, supports empowerment, boosts morale	Encourages loyalty, builds confidence, improves
13	Person 12	Male	Cybersecurity and Risk Mitigation Lead	36	13	Dynamic and challenging, mitigates risks, enhances focus	Ensures protection, aligns with ethics, reduces stress	Mitigates pressure, fosters balance, reduces burnout	Fosters fairness, supports collaboration, enhances satisfaction	Reduces anxiety, fosters stability, improves engagement
14	Person 13	Male	Program Manager for Emerging Technologies	34	11	Encourages experimentation, aligns with ethics, enhances fulfillment	Fosters responsibility, balances innovation, enhances pride	Improves workload management, fosters engagement, boosts focus	Supports innovation, encourages feedback, fosters engagement	Supports innovation, mitigates uncertainty, fosters stability
15	Person 14	Male	Strategic Planning and Development Manager	37	14	Strategically impactful, complex yet rewarding, fosters creativity	Aligns with values, mitigates uncertainty, enhances morale	Enhances flexibility, improves balance, reduces stress	Supports strategy, fosters inclusion, enhances satisfaction	Fosters engagement, mitigates stress, enhances satisfaction

The findings provide an extensive overview of employee satisfaction in the Turkish defense sector, emphasizing the complex relationships between technological advancement, ethical considerations, work-life balance programs, leadership styles, and job security amid political instability. The characteristics examined through qualitative and the literature review reveal both universal principles and industry-specific obstacles that affect worker morale and motivation.

Technological improvements significantly contribute to job satisfaction by improving efficiency, promoting creativity, and generating chances for professional development. Participants unanimously concurred that the incorporation of sophisticated tools such as AI-driven diagnostics and digital twin technologies favorably influenced their roles, corroborating the conclusions of Johnson & Ahmed (2024), and Tekin & Ozturk (2023). Adaptation challenges, such as resistance from team members and significant learning curves, were often observed. These obstacles emphasize the necessity of organized training programs and change management measures to enable more seamless transitions (Carter & Li, 2023). Organizations must balance quick innovation with employee preparedness to ensure sustained satisfaction and productivity.

Ethical considerations arose as both a catalyst and an impediment inside the defense sector. Employees appreciated an ethical environment; nonetheless, the conflict between compliance and operational efficiency induced stress. The focus on ethics aligns with previous studies underscoring the significance of moral congruence in strategic industries (Sezgin & Adar, 2023). Our analysis suggests that establishing clear ethical frameworks and fostering an open dialogue about dilemmas can mitigate these challenges. Organizations could integrate regular training sessions and workshops to enhance ethical decision-making capabilities, as also recommended by Carter & Li (2023).

Work-life balance is another critical determination of job satisfaction. Flexible working hours, wellness initiatives, and remote work choices were identified as essential strategies for sustaining employee morale and alleviating stress, corroborating the findings of Kim & Martinez (2023). Nonetheless, the intense pressures inside the defense sector often obstructed the realization of these aims. This paradox underscores the necessity for more flexible tactics that reconcile organizational demands with employee well-being. Pilot initiatives for flexible scheduling or enhanced parental leave policies could mitigate these concerns while also showcasing the organization's dedication to its workforce.

Leadership styles, as demonstrated through qualitative responses and key studies, significantly influence job satisfaction. Participants favored collaborative and transformational leadership approach. Participants opted for transformative and collaborative leadership styles that prioritized innovation, diversity, and a shared sense of purpose. Authoritarian leadership styles, which are prevalent in hierarchical organizations, are linked to decreased morale and engagement (Zhang & Perez, 2024; Chen et al., 2023). This paradox underscores the importance of leadership development programs that prioritize adaptability, communication, and emotional intelligence. The results indicate that these strategies will enhance employee satisfaction and fortify the organization's ability to withstand external crises.

Employee satisfaction was recognized as contingent upon job stability, particularly amid fluctuating political circumstances. The apprehension that participants experienced as a result of political instability was consistent with the results of Santana & Loureiro (2024), and Patel & Nguyen (2023).

Transparent communication from organizational leaders was identified as a critical factor. We support the implementation of effective internal communication strategies by defense organizations to provide support to personnel during periods of disruption. Addressing concerns regarding employment security and project continuity in a proactive manner would increase employee engagement and trust. These findings align with the quantitative insights derived from our literature review analysis and the qualitative themes identified in the interviews. For example, the alignment between the 93% agreement on the positive impact of technological advancements and the emphasis on innovation in the qualitative data underscores the validity of these observations. The significant consensus on the importance of leadership styles (90%) and job stability (85%) underscores the persistent themes of inclusivity, trust, and resilience evident in the qualitative responses. The interaction of these elements illustrates that employee satisfaction in the Turkish defense industry is influenced by both universal and sector-specific dynamics.

Moreover, technological developments and ethical considerations enhance the engagement and motivation of the employees in the organizations, although obstacles in adaptation and compliance require specific interventions. Correspondingly, work-life balance regulations and leadership approaches must adapt to meet the challenges of the defense sector. Ultimately, job security is a fundamental element of employee morale, especially under political upheaval. By thoroughly addressing these characteristics, defense organizations may cultivate a supportive and

engaging environment that promotes individual happiness and organizational performance. This study addresses critical gaps in the literature and provides practical advice for policymakers and leaders seeking to improve employee satisfaction in high-stakes industries. Subsequent research may build upon these findings by examining the viewpoints of mid-level employees and integrating longitudinal data to document the progression of employee satisfaction trends.

5. Conclusion

The determinants of employee satisfaction in the Turkish defense industry, a sector characterized by hierarchical structures, strategic significance, and unique operational dynamics, were analyzed in this study. We implemented a qualitative approach that combined qualitative interviews with 14 senior managers with an evaluation of 30 pivotal studies. In this high-stakes industry, these studies have allowed us to uncover critical insights into the impact of technical advancements, ethical considerations, work-life balance regulations, leadership styles, and job security on job satisfaction.

Our findings indicated that while the implementation of technological improvements is arduous, they substantially augment employee satisfaction by promoting creativity, enhancing efficiency, and offering avenues for professional development. Notwithstanding the early resistance and the educational obstacles encountered, the participants conveyed a sense of satisfaction in their leadership of technological integration. This corresponds with the literature that stresses the significance of innovation in sustaining staff engagement and organizational competitiveness (Johnson & Ahmed, 2024; Tekin & Ozturk, 2023). The findings indicate that defense industry organizations should focus on systematic training programs and offer continuous support to facilitate the transition to the new technology.

One of the main factors impacting employment satisfaction started to be ethical ones. Working in an ethically conscious company that encouraged pride and congruence with their personal values was much appreciated by the staff. Still, balancing operational goals with strict time-frames proved difficult. This emphasizes the need for building explicit ethical frameworks and supporting open communication to properly handle conflicts (Carter & Li, 2023; Sezgin & Adar, 2023). The results suggest that ethical training initiatives and transparent decision-making procedures could enhance employee morale and trust.

Regulations about work-life balance are essential for maintaining employee morale and reducing stress, especially in a high-pressure corporate

environment. Participants appreciated flexible scheduling, wellness initiatives, and remote work options; yet, their execution was sometimes obstructed by operational challenges. The results suggest that more adaptive and tailored work-life balance solutions could significantly improve employee well-being, as highlighted by Kim & Martinez (2023). Pilot projects providing flexible leave options or improved wellness initiatives could mitigate these restrictions while showcasing an organization's dedication to its employees.

Leadership styles were identified as a crucial factor influencing job satisfaction. Collaborative and transformative leadership styles promoted inclusivity, innovation, and a collective sense of purpose, but authoritarian methods correlated with diminished morale and participation. The findings indicate that leadership development programs emphasizing emotional intelligence, adaptability, and effective communication may improve workplace satisfaction and foster organizational resilience (Zhang & Perez, 2024; Chen et al., 2023).

The notion of job security was a fundamental aspect of employee satisfaction, especially amid changing political contexts. Clear communication and proactive reassurances from organizational leaders were deemed essential for sustaining morale during times of turmoil. The findings underscore the necessity for effective internal communication tactics to alleviate stress stemming from political uncertainties, along with the observations of Santana & Loureiro (2024) and Patel & Nguyen (2023).

Limitations and future study

The study has limitations. The research was only performed with the top managers in the Turkish defense sector, perhaps constraining the applicability of the results to other hierarchical organizations or industries. Future studies should add a broader range of employee viewpoints, encompassing mid-level and entry-level personnel, to obtain a more holistic understanding of workplace dynamics. Longitudinal studies may also investigate how these elements develop over time, yielding more profound insights into trends in employee satisfaction.

Organizational implications

Organizations should create mentorship programs to enhance leadership development and build cross-functional task teams to better and more effectively solve ethical challenges. We observed a significant correlation between employee satisfaction and organizational support for ongoing learning and adaptation, indicating that investment in professional development efforts may produce considerable advantages. In the future,

defense sector businesses may adopt proactive measures to mitigate employee concerns.

Practical implications

The findings provide practical suggestions for governments and corporate leaders seeking to increase employee well-being and productivity in high-pressure environments. By addressing the identified challenges and implementing the recommended solutions, the defense sector may create a more supportive and engaging work environment, boosting both individual and organizational achievement. The results provide practical advice for organizational leaders and administrations that are seeking to enhance employee productivity and well-being in high-pressure environments. By addressing the identified challenges and employing the strategies provided, the defense industry has the potential to create a more engaging and supportive work environment, thereby improving the success of both individuals and organizations.

References

- Ahmed, A., Siddiqui, S. M. F. E. A., & Zafar, H. (2025). The impact of training on employee retention. *International Journal of Social Sciences Bulletin*, 3(2), 308-330. <https://ijssbulletin.com/index.php/IJSSB/article/view/449>
- Ahmed, M., & Chen, L. (2023). The role of team dynamics in high-risk R&D projects: A study of the defense sector. *R&D Management Journal*, 53(4), 312-328. <https://doi.org/10.1111/radm.12456>
- Al-Maaitah, A., & Yoon, H. (2023). Organizational culture and its impact on multinational defense teams. *International Journal of Cross Cultural Management*, 20, 130-145. <https://doi.org/10.1177/14705958211024256>
- Barbu, A., Ichimov, M. A. M., Costea-Marcu, I. C., Militaru, G., Deselnicu, D. C., & Moiceanu, G. (2025). Exploring employee perspectives on workplace technology: Usage, roles, and implications for satisfaction and performance. *Behavioral Sciences*, 15(1), 45. <https://doi.org/10.3390/bs15010045>
- Carter, A., & Li, H. (2023). Ethics and employee satisfaction in high-stakes industries. *Ethics & Behavior*, 33(4), 320-335. <https://doi.org/10.1080/10508422.2022.2041234>
- Chen, R., Smith, P., & Taylor, J. (2023). Leadership styles in team-based work environments. *Journal of Applied Psychology*, 78, 510-525. <https://doi.org/10.1037/apl0001045>
- Ceylan, N. (2024). Patriotism and job satisfaction in national defense. *International Journal of Defense Studies*, 9(1), 34-52. <https://doi.org/10.1080/14702436.2023.2045678>
- Demir, I. (2023). The strategic transformation of the Turkish defense industry. *Journal of Human and Social Science Research*, 15(1), 20-35. <https://doi.org/10.1080/09718923.2023.2045679>
- Esen, M. (2023). Organizational support and job satisfaction among employees in the Turkish defense sector. *Defense Studies Quarterly*, 10(3), 145-160. <https://doi.org/10.1080/14702436.2023.2045680>
- Fitzpatrick, G. (2024). Interpersonal relationships and job satisfaction in high-stress environments. *Healthcare*, 12(20), 2040-2056. <https://doi.org/10.3390/healthcare12204056>
- Hoxha, G., Simeli, I., Theocharis, D., Vasileiou, A., & Tsekouropoulos, G. (2024). Sustainable healthcare quality and job satisfaction through organizational culture: Approaches and outcomes. *Sustainability*, 16(9), 3603. <https://doi.org/10.3390/su16093603>
- Johnson, K., & Ahmed, R. (2024). Technological change and job satisfaction in systems engineering. *Journal of Engineering and Technology Management*, 41, 256-272. <https://doi.org/10.1016/j.jengtecman.2023.101678>

- Kaplan, S., & Usta, A. (2024). Work conditions and employee satisfaction in high-stakes industries. *Journal of Employment Relations*, 11(2), 87-102. <https://doi.org/10.1080/09585192.2023.2045681>
- Kim, Y., & Martinez, L. (2023). Work-life balance policies in high-security sectors: Impacts on job satisfaction. *Human Resource Management Review*, 28(2), 151-166. <https://doi.org/10.1016/j.hrmr.2022.100789>
- Lee, K., Park, H., & Kim, S. (2024). Career development opportunities for early-career professionals in defense industries. *Career Development International*, 29(1), 85-100. <https://doi.org/10.1108/CDI-03-2023-0056>
- Patel, R., & Nguyen, T. (2023). Job security and employee satisfaction under fluctuating political climates. *Journal of Applied Security Studies*, 11(3), 198-215. <https://doi.org/10.1080/09718923.2023.2045682>
- Santana, F., & Loureiro, R. (2024). Economic uncertainty and perceived job security: Impacts on employee satisfaction. *Journal of Occupational Health*, 47, 123-145. <https://doi.org/10.1002/1348-9585.12234>
- Sezgin, A., & Adar, F. (2023). Ethics and employee satisfaction in industries. *Social Sciences Review*, 13(2), 50-68. <https://doi.org/10.1080/09718923.2023.2045683>
- Stamolampros, P., & Dousios, D. (2024). Employee satisfaction during the pandemic in the tourism and hospitality industries. *Current Issues in Tourism*, 27(22), 3643-3657. <https://doi.org/10.1080/13683500.2023.2268798>
- Tekin, Z., & Ozturk, L. (2023). Technological engagement and satisfaction in defense sector jobs. *Industrial Engineering Journal*, 14(6), 192-210. <https://doi.org/10.1080/09718923.2023.2045684>
- Thompson, J., & Wells, R. (2023). Compensation satisfaction and job security in contract management. *Compensation and Benefits Review*, 52(5), 403-418. <https://doi.org/10.1177/08863687211024257>
- Williams, D., Carter, H., & Benson, G. (2024). Recognition of expertise and job satisfaction in high-tech defense sectors. *Industrial Relations Journal*, 56(1), 45-60. <https://doi.org/10.1111/irj.12345>
- Zhang, X., & Perez, M. (2024). Leadership styles in hierarchical defense organizations. *Leadership & Organization Development Journal*, 43, 230-245. <https://doi.org/10.1108/LODJ-03-202>

