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A JOB SATISFACTION RESEARCH ON SEAPORTS

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ABSTRACT

Job satisfaction theories are based upon motivation theories of researchers like Maslow, Herzberg and Adams. There are many studies in literature to underline the importance of job satisfaction of workers and managers on organizational success, especially in service industries.

The Minnesota Satisfaction Questionnaire has been frequently used to evaluate job satisfaction in literature. The 20-item short form of the questionnaire has been used to calculate the intrinsic, extrinsic and general satisfaction scores, and to examine the relation between selected demographic factors and job satisfaction. 47 usable responses (92.15%) have been collected from a total of 51 managers and white collar workers on the subject seaport. The reliability of the research depending on the Cronbach's Alpha value is rather high (0.915).

The findings suggest that the general (3.87) and intrinsic (3.96) satisfaction scores of the sample are high (>0.75) and the extrinsic (3.73) satisfaction is average being very close to high. The hypothesis tests (t-tests and ANOVA) suggest gender, education on maritime transportation, general education level and the time employed affect job satisfaction. The research contributes to the related literature with its findings related to job satisfaction on Turkish port management companies.

Keywords: *Job Satisfaction, Intrinsic and Extrinsic Satisfaction, Minnesota Satisfaction Questionnaire, Port Management, White Collar Workers and Managers.*

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LİMANLARDA İŞ TATMİNİ ÜZERİNE BİR ARAŞTIRMA

ÖZET

İş tatmini kuramları Maslow, Herzberg, Adams gibi araştırmacıların motivasyon kuramlarından geliştirilmiştir. Özellikle hizmet sektöründe işletmelerin başarısını etkileyen unsurlar arasında, çalışan ve yöneticilerin yaptıkları işten duydukları tatminin önemini ortaya koyan çok sayıda araştırma bulunmaktadır.

Literatürde iş tatminini ölçmek için Minnesota İş Tatmin Ölçeği (Minnesota Satisfaction Questionnaire) sıklıkla kullanılmıştır. Araştırmada bu ölçeğin yirmi maddelik kısa formu kullanılarak iç tatmin, dış tatmin ve genel tatmin puanları bulunmuş ve seçilen demografik özelliklerle iş tatmini arasındaki ilişki incelenmiştir. Bir liman işletmesindeki beyaz yakalı çalışanlar üzerinde gerçekleştirilen araştırmada 51 yönetici ve çalışandan 47 kullanılabilir yanıt alınmıştır (%92,15). Cronbach's Alpha değeri ile ölçülen ölçek güvenilirliği (0,915) oldukça yüksektir.

Araştırma bulguları örneklemin genel (3,87) ve içsel (3,96) doyum puanlarının yüksek (>0,75), dışsal (3,73) doyum puanının ise yükseğe oldukça yakın bir ortalamada olduğunu göstermektedir. Örneklemin iş tatmininde içsel unsurların daha ön planda olduğu görülmektedir. Yapılan hipotez testleri (t-testi ve ANOVA) cinsiyet, sektörle ilgili eğitim almış olma, genel eğitim seviyesi ve örgütte çalışma süresinin iş tatminini anlamlı seviyede etkilediğini ortaya koymaktadır. Araştırma Türk liman işletmelerinde iş tatminine yönelik bulguları ile literatüre katkı sağlamaktadır.

***Anahtar Kelimeler:** İş Tatmini, İçsel ve Dışsal Tatmin, Minnesota İş Tatmin Ölçeği, Liman İşletmeleri, Beyaz Yakalı Çalışanlar ve Yöneticiler.*

1. INTRODUCTION

As the managers are working with people, a group of researchers and authors have handled the management thought by focusing on the people of the organization (Robbins and Coulter, 2012: 32). As a consequence, researches regarding the human side of the organizations have found place in the scientific literature. A vast part of the early researches have focused to understand the feelings regarding to work and to explain the factors that motivate people to work. The motivation theories have affected the systematic researches on job satisfaction. Despite being theories of motivation Maslow's theory of human needs (1943; 1948) Herzberg's two factor theory (1959; 1967) and Adam's equity theory (1963) are the preliminary researches to study job

satisfaction (Toker, 2007). These theories are still of importance and used in job satisfaction researches (Yelboğa, 2007: 2).

The subject of this research is job satisfaction of workers at a seaport. There is a common acceptance that businesses cannot have satisfied customers without having satisfied workers (Baran and Arabelen, 2017). In scope of this research, job satisfaction scores and the effects of demographics on job satisfaction have been examined using a survey form developed from the MSQ (Minnesota Satisfaction Questionnaire). The research group is set as the white collar workers and managers. The findings of the of the research suggest the general and intrinsic job satisfaction scores are high whereas the extrinsic job satisfaction is average being very close to high. The results of the t-tests and ANOVA tests suggest gender, education level, specific education on port and maritime business and the duration of employment at the organization have significant effects on job satisfaction.

2. JOB SATISFACTION

Locke (1976) defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences”. According to Davis (1988), job satisfaction is the satisfaction or dissatisfaction of workers about their jobs (Davis, 1988; Akçadağ and Özdemir, 2005). Job satisfaction, in general, is the positive or negative attitude of a person towards his job. The positive emotional state will create job satisfaction where the negative emotional state will lead to job dissatisfaction (Erdoğan, 1999). It can be argued that the job satisfaction occurs when the job preferences and workers’ expectations match, and the negative attitudes related to work can lead to job dissatisfaction (Yelboğa, 2007).

Brown and Hunning (2010) define job satisfaction as the happiness the employees attain by doing their jobs, and emphasis its importance for organizations due the relation between job related stress and turn over. There is a relation between job satisfaction and intention to quit the work, and efficiency (Tütüncü, 2002). Job satisfaction is of a critical value for all organizations as it represents the workers’ organizational commitment and is an indicator for personnel turnover rate (Yücel and Bektaş, 2012; Rageb et al, 2013). Psychologists working on organizations imply job satisfaction is a key factor for organizational stability, job loss and employee discontinuity (Akdoğan and Köse, 2012). O’Reilly et al (1991) and Bass (1998) have studied the relation between job satisfaction and organizational culture, discovering a higher level of job satisfaction

through stronger organizational commitment within organizations with a strong culture (Jusoh et al., 2011: 518).

Job satisfaction is not related solely to the internal factors within the organization. Some of the reasons and results of job satisfaction are interrelated to factors outside the organization where the job is actually done. It arises upon the perception of the individual on the capacity of the work and work place to meet his expectations, and comprises the effects of the external factors (Stebbins, 2011); lays the groundwork for the organization to achieve its goals and also contributes to the society by improving the physical and mental welfare of the individuals. In terms of business management employees' job satisfaction improves organizational commitment, decreases the speed of the turnover and helps maintaining job peace (Akçadağ and Özdemir, 2005: 191). Karşlı and İskender (2008) argue the existence of a linear and positive relation between motivation and job satisfaction, job satisfaction and organizational commitment, and job satisfaction and high level of efficiency. It is determined that companies with a high level of employee job satisfaction have 38% higher customer satisfaction, 22% higher efficiency and make 27% more profit (Hagemann, 1997; Akçadağ and Özdemir, 2005).

Brown and Hunning (2010) argue individuals with learning orientation may tend to have job satisfaction without internal motivation. The satisfaction arises from orientation to learn rather than interest in the job done. The findings of the research accentuate performance concern might prevent enjoying the job through fear fail even for individuals with high internal motivation. According to the findings of a study on tourism related labor-intensive services, employees with higher educational degree can adopt changes in their work conditions more quickly, and vocational education has positive effects on employees in means of enjoying their jobs (Akçadağ and Özdemir, 2005). The study also suggests employees who had vocational education are more committed to their work and work place and female employees can adopt to changes faster than the males. The study of Akdoğan and Köse (2012) on police organizations appraises the presence of a significant relation between job title and job satisfaction, and an increasing significance level upon participation.

3. CONCEPTUAL FRAMEWORK AND THE DESIGN OF THE STUDY

The subject of this study is job satisfaction of seaport employees and managers. Infrastructure and superstructure components are the most fore coming investments for seaports but the importance of employees and managers cannot be neglected. Human resources management at the seaports has an important role on organizational efficiency and a sound management (Prakash, 2015: 23). Job satisfaction is accepted as an important element to obtain customer satisfaction (Pantouvakis and Bouranta, 2013: 186). A research on maritime transportation in Egypt reveals job satisfaction improves motivation; higher levels of motivation positively effects productivity and performance, and employees' ability to think and act smart (Abd-El-Salam et al., 2013: 44). In the scope of this research the general, intrinsic and extrinsic job satisfaction scores have been measured and the effects of selected demographics (gender, age, education, vocational education and time employed) on job satisfaction have been investigated.

The seaports have a vital role in international trade and handle approximately 80% of the world trade (Prakash, 2015: 23). Traditionally seaports are accepted as interfaces between different transportation modes (Karataş Çetin and Cerit, 2010: 200). Factors like the diversity in vessel and cargo types served, the differences regarding geographical locations, the variety of cargo handling equipment or the administrative and legal issues keep extending the boundaries of this general acceptance. It is not possible to give a common definition to cover the ultimate properties of all the seaports and there are important variations between any two (Çetin, 2011; Esmer and Karataş Çetin, 2013). Therefore, this study is designed to examine a single port management company as a case. Collecting data from a number of port management companies might still lead to meaningful findings, but the differences stated above would complicate to evaluate the findings unless the sample was close to cover the research universe. Problems regarding to running scientific researches on port management companies (as further explained in details at the constraints of the study) makes it rather difficult, if not impossible to work on such a large sample of various port management companies.

3.1. Data Collection Tool

MSQ is the most preferred tool to measure job satisfaction in academic studies (Toker, 2007; Karaman, 2010: 64) and the scale's

validity and reliability have been attained in a vast number of countries (Pinar et al., 2008). The scale was created by Weiss in 1967 in a 100 items long form and a 20 items (see Table 7.) short form (Weiss et al., 1967: 1). The short form has been translated to Turkish by Baycan in 1985 (Karaman, 2010: 64), and validity and reliability (*Cronbach's alpha* = 0.77) studies were held (Yelboğa, 2007: 6). As seen in Table 1., the total of twenty items measure the overall job satisfaction whereas 12 of them measure the intrinsic sub-dimension and 8 items are related to extrinsic job satisfaction (Weiss et al., 1967: 4, Yelboğa, 2007: 7; Karaman, 2010: 66). The answers are collected with a Likert scale from 1 to 5 (1 being minimum, and 5 being maximum). The survey form has been finalized by adding the items to collect demographic information.

Table 1: Sub-Dimensions of the MSQ

Intrinsic Job Satisfaction Items	Extrinsic Job Satisfaction Items
1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16, 20	5, 6, 12, 13, 14, 17, 18, 19

3.2. The Research Group and Data Collection

The research has been held on the white collar workers of a Turkish port management company. Job satisfaction researches on blue collar workers in Turkey show career improvement possibilities and payments are not contained within the factor groups. This consequence possibly is arising from the lack of expectation to be promoted or get paid higher than the minimum wage. The work itself seems to be the most important factor to determine job satisfaction (Pinar et al., 2008). Without the expectation of advancement on the job, or to get paid higher than the set minimum wage, the workers feel satisfied if their perception regarding the working conditions is positive. This gives the foundation of setting the research group and the content of this research limited with the white collar workers. There are some additional factors that led to excluding the blue collar workers. The education level of the blue collar workers is not high, most of them being graduated from the primary school, only. Findings of the prior researches held by the HR department and consultancy companies suggest that the low level of education might lead the participants to misunderstand the items within the surveys. The responses of the blue collar workers also might have bias as they react negatively to feel forced to spend their off time reading and filling surveys.

The subject seaport management company is a private company belonging to a holding of companies. As the management asked to be

kept anonymous, further information that can lead to expose the identity of the company cannot be provided within the study.

Researches are defined under two groups depending on their duration as *cross sectional* and *longitudinal* (Altunışık et al., 2012: 70). This research is designed to be cross sectional. The survey forms were filled at the port management company on 10-11 of March 2016. 47 usable returns (92.15%) were collected from a total of 51 managers and white collar workers.

3.3. Data Analysis and Findings

SPSS for Windows 23 software was used to calculate intrinsic, extrinsic and general job satisfaction scores, t-tests and ANOVA tests. The reliability (*Cronbach's alpha* = 0.915) of the research is found to be high. The demographic information of the research group is summarized in tables 2,3,4,5, and 6.

Table 2: Gender Dispersion

		Frequency	Percent	Valid Percent
Valid	Female	8	17.0	17.4
	Male	38	80.9	82.6
	Total	46	97.9	100.0
Missing		1	2.1	
Total		47	100.0	

As seen on Table 2., the majority of the group (%82.6) consists of male participants.

Table 3: Age Dispersion

		Frequency	Percent	Valid Percent
Valid	< 30	1	2.1	2.1
	31-35	11	23.4	23.4
	36-40	15	31.9	31.9
	41+	20	42.6	42.6
	Total	47	100.0	100.0

As seen in Table 3., the largest age group (42.6%) is aged over 41, and the majority of the group (74.5%) is over 35 years old.

Table 4: Employment at the Organization

	Years	Frequency	Percent	Valid Percent
Valid	< 1	2	4.3	4.3
	1-3	23	48.9	50.0
	4-6	13	27.7	28.3
	7-9	7	14.9	15.2
	10+	1	2.1	2.2
	Total	46	97.9	100.0
Missing		1	2.1	
Total		47	100.0	

The majority of the group (54.3%) have been employed at the subject port management company for less than four years. The second largest group (28%) being employed 4 to 6 years, sum of employment over 6 years is 17% and only one participant has stated an employment equal to or more than 10 years.

Table 5: Education Degree Attained

	Highest degree attained	Frequency	Percent	Valid Percent
Valid	Elementary school*	1	2.1	2.3
	Senior high school**	7	14.9	15.9
	Graduate***	35	74.5	79.5
	Post graduate****	1	2.1	2.3
	Total	44	93.6	100.0
Missing		3	6.4	
Total		47	100.0	

* : Primary education (5 to 8 years)

** : Secondary education (11 to 13 years combined with primary education)

*** : University degree

**** : Masters or PhD Degree

As seen in Table 5., the majority of the group (81.8%) have attended to university but only one (2.3%) participant has a post graduate degree. Findings represented in Table 6 shows that the overall amount of participants with specific vocational education (maritime transportation, maritime trade, port management, etc.) is 40%.

Table 6: Specific Vocational Education

		Frequency	Percent	Valid Percent
Valid	Yes	18	38.3	40.0
	No	27	57.4	60.0
	Total	45	95.7	100.0
Missing		2	4.3	
Total		47	100.0	

Descriptive statistics (the minimum and maximum values scored for each item, the means and the standard deviations) for the items of the MSQ are represented in Table 7.

Table 7: Descriptive Statistics for the Scale Items

MSQ Items		Min.	Max.	Mean	sd
1	Being able to keep busy all the time*	1.00	5.00	3.89	1.04
2	Chance to work alone on the job*	1.00	5.00	3.93	1.03
3	Chance to do different things *	1.00	5.00	3.80	1.24
4	Chance to be “somebody” in the community*	2.00	5.00	3.91	0.82
5	The way my boss handles his/her workers	1.00	5.00	4.08	1.02
6	The competence of supervisor in making decisions	1.00	5.00	4.02	1.15
7	Being able to do things that don’t go against my conscience*	1.00	5.00	3.84	1.09
8	The way my job provides for steady employment*	3.00	5.00	4.34	0.75
9	The chance to do things for other people*	1.00	5.00	3.93	0.96
10	The chance to tell people what to do*	2.00	5.00	3.95	0.87
11	The chance to do something that makes use of my abilities*	1.00	5.00	3.93	1.10
12	The way company policies are put into practice	2.00	5.00	3.91	0.92
13	My pay and the amount of work I do	1.00	5.00	2.95	1.16
14	The chances for advancement on this job	1.00	5.00	3.41	1.22
15	The freedom to use my own judgement*	2.00	5.00	3.82	0.93
16	The chance to try my own methods of doing my job*	2.00	5.00	4.04	0.85
17	The working conditions	2.00	5.00	4.04	0.93
18	The way my co-workers get along with each other	1.00	5.00	3.74	1.05
19	The praise I get for doing a good job	1.00	5.00	3.65	1.20
20	The feeling of accomplishment I get from the job*	2.00	5.00	4.12	0.92

*: items evaluating intrinsic job satisfaction

The answers given to items of the MSQ are divided into the number of items (12, 8 and 20 correspondingly for intrinsic, extrinsic and general) to calculate the job satisfaction scores (Yelboğa, 2007:7;

Karaman, 2010: 67). The job satisfaction scores of the sample are represented on Table 8.

Table 8: Intrinsic, Extrinsic and General Satisfaction Scores

	Mean	Std.Dev.
Intrinsic Sat.	3.9638	0.14
Extrinsic Sat.	3.7300	0.38
General Sat.	3.8703	0.28

The effect of gender on job satisfaction has been investigated through t-test. Answers given to items 11 and 15 (see Table 9. and 10.) are varying significantly within 95% confidence interval.

Table 9: Effect of Gender on Job Satisfaction

Item	Gender	N	Mean	Std.dev.	Std. Error Mean
11	Female	7	3.1429	1.21499	0.45922
	Male	38	4.0526	1.03838	0.16845
15	Female	8	3.2500	1.16496	0.41188
	Male	38	3.9737	0.85383	0.13851

Table 10: Effect of Gender on Job Satisfaction: t-test

	Levene's Test for Eq. of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% C.I. of the Difference	
								Low	Upper
11	0.657	0.422	-2.07	43	0.044	-0.90977	0.43795	-1.79	-0.02
			-1.96	7.70	0.101	-0.90977	0.48910	-2.04	0.22
15	2.785	0.102	-2.04	44	0.047	-0.72368	0.35416	-1.43	-0.01
			-1.66	8.65	0.132	-0.72368	0.43454	-1.71	0.26

Items 11 (the chance to do something that makes use of abilities) and 15 (the freedom to use own judgement) both belong to the intrinsic job satisfaction sub-dimension, and the responses of the male participants are significantly higher.

The t-test results indicate a significant difference between the means of answers given to items 10 (the chance to tell people what to do), 13 (the payment and the amount of work done), and 20 (the feeling of accomplishment from the job) depending on having been educated on maritime related subjects within 95% confidence interval. The participants with specific vocational education have responses with higher values for items 10 and 20, whereas the groups' response mean for item 13 is lower (Tables 11. and 12.)

Table 11: Effect of Specific Vocational Education on Job satisfaction

Items	S.V.E.*	N	Mean	Std.dev.	Std. Error Mean
10	Yes	18	4.2778	0.89479	0.21090
	No	25	3.7200	0.84261	0.16852
13	Yes	18	2.6111	1.03690	0.24440
	No	27	3.2963	1.13730	0.21887
20	Yes	18	4.5000	0.85749	0.20211
	No	27	3.8889	0.89156	0.17158

*: Specific Vocational Education (maritime transportation, maritime business and administration, port management, etc.)

Table 12: Effect of SVE on Job satisfaction: t-test

	Levene's Test for Eq. of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	Std. Error Diff.	95% C.I. of the Difference	
								Low	Upper
10	0.084	0.773	2.087	41	0.043	.55778	.26728	0.02	1.09
			2.066	35.41	0.046	.55778	.26996	0.01	1.10
13	0.221	0.641	-2.049	43	0.047	-.68519	.33432	-1.35	-0.01
			-2.088	38.86	0.043	-.68519	.32808	-1.34	-0.02
20	0.002	0.961	2.287	43	0.027	.61111	.26724	0.072	1.15
			2.305	37.57	0.027	.61111	.26512	0.074	1.14

One-way ANOVA tests were used to examine the effects of independent variables (department employed, education level, and time employed at the organization) on the answers given to dependent job satisfaction items.

Whilst the presence of a significant relation was not observed depending on the department employed, answers given to four of the MSQ items have varied significantly depending on the education level and time employed (Tables 13., 14., and 15).

Table 13: Education Level and Job Satisfaction

Item		Sum of Squares	df	Mean Square	F	Sig.
1	Between Groups	9.689	3	3.230	3.171	0.035
	Within Groups	40.743	40	1.019		
	Total	50.432	43			

While the ANOVA analysis findings suggest a significant variation for the answers given only to the first item (being able to keep busy all the time) depending upon education level (Table 13); answers given to items 5 (the way my boss handles his/her workers), 6 (the competence of supervisor in making decisions), and 16 (the chance to try my own methods of doing my job) varied significantly depending on the duration employed (Table 14., and 15) at 95% confidence interval.

Table 14: Employment Duration and Job Satisfaction

Items		Sum of Squares	df	Mean Square	F	Sig.
5	Between Groups	13.621	4	3.405	4.105	0.007
	Within Groups	33.179	40	0.829		
	Total	46.800	44			
6	Between Groups	14.466	4	3.617	3.256	0.021
	Within Groups	45.534	41	1.111		
	Total	60.000	45			
16	Between Groups	7.427	4	1.857	3.075	0.027
	Within Groups	23.550	39	0.604		
	Total	30.977	43			

Items 5 and 16 had significantly higher responses from the group employed for four or more years, while the opposite is valid for item 6 (see Table 15.).

Table 15: Employment Duration Group Statistics

Items	Years employed	N	Mean	Std. Dev.	Standard Error Mean
5	4+	13	4.4615	0.87706	0.24325
	0-3	22	4.1364	0.88884	0.18950
6	4+	13	4.1538	1.34450	0.37290
	0-3	23	4.2174	0.85048	0.17734
16	4+	11	4.5455	0.68755	0.20730
	0-3	23	3.8696	0.81488	0.16991

4. RESULT

The Kelly Global Workforce Index, a research held by Kelly Services in 28 countries on over 70,000 workers with approximately 1000 from Turkey, suggests the job satisfaction level of Turkish workers are far below the average (Pınar et al., 2008). However, the job satisfaction of the research group investigated was found to be high. The MSQ used in the research suggests job dissatisfaction for a score under 25%, high job satisfaction for scores over 75%, and average job satisfaction in between (Weiss et al., 1967). As seen on Table 8., the general and intrinsic job satisfaction scores of the research group is over

75% (3.75) proving the presence of high job satisfaction level. The extrinsic satisfaction (3.73) is considered to be average satisfaction, but still is very close to 75% level.

The answers for the twenty items of the scale collected from the research group imply a high general job satisfaction (3.87) with 0.28 standard deviations. The sub-dimensions affecting the general job satisfaction are intrinsic and extrinsic job satisfaction. Intrinsic satisfaction items mean is 3.96 with standard deviations 0.14; and extrinsic satisfaction mean is 3.73 with 0.38 standard deviations. While the number of items to evaluate intrinsic job satisfaction is 50% more than the extrinsic satisfaction items, the standard deviations are less suggesting the group has a higher and more focused intrinsic satisfaction.

Table 16: Item Contributions to Job Satisfaction

	<i>Items</i>	<i>min.</i>	<i>max.</i>	<i>mean</i>	<i>s.d.</i>
8	The way my job provides for steady employment *	3.00	5.00	4.34	0.75
20	The feeling of accomplishment I get from the job*	2.00	5.00	4.12	0.92
5	The way my boss handles his/her workers	1.00	5.00	4.08	1.02
16	The chance to try my own methods of doing my job*	2.00	5.00	4.04	0.85
17	The working conditions	2.00	5.00	4.04	0.93
6	The competence of supervisor in making decisions	1.00	5.00	4.02	1.15
10	The chance to tell people what to do*	2.00	5.00	3.95	0.87
9	The chance to do things for other people*	1.00	5.00	3.93	0.96
2	Chance to work alone on the job*	1.00	5.00	3.93	1.03
11	The chance to do something that makes use of my abilities*	1.00	5.00	3.93	1.10
12	The way company policies are put into practice	2.00	5.00	3.91	0.92
1	Being able to keep busy all the time*	1.00	5.00	3.89	1.04
General Job Satisfaction Score of the Research Group = 3.87					
3	Chance to do different things *	1.00	5.00	3.80	1.24
4	Chance to be “somebody” in the community*	2.00	5.00	3.91	0.82
7	Being able to do things that don’t go against my conscience*	1.00	5.00	3.84	1.09
15	The freedom to use my own judgement*	2.00	5.00	3.82	0.93
18	The way my co-workers get along with each other	1.00	5.00	3.74	1.05
19	The praise I get for doing a good job	1.00	5.00	3.65	1.20
14	The chances for advancement on this job	1.00	5.00	3.41	1.22
13	My pay and the amount of work I do	1.00	5.00	2.95	1.16

*: intrinsic job satisfaction items

The items that positively affected the job satisfaction are *the way my job provides for steady employment, the feeling of accomplishment I get from the job, the way my boss handles his/her workers, the chance to try my own methods of doing my job, the working conditions, the competence of supervisor in making decisions, the chance to tell people what to do, the chance to do things for other people, chance to work alone on the job, the chance to do something that makes use of my abilities, the way company policies are put into practice, and being able to keep busy all the time.*

The items *chance to do different things, chance to be "somebody" in the community, being able to do things that don't go against my conscience, the freedom to use my own judgement* have scores lower than the general satisfaction level (3.87) and the items *the way my co-workers get along with each other, the praise I get for doing a good job, the chances for advancement on this job and my pay and the amount of work I do* have scores less than 3.75 which suggest only average satisfaction. None of the items were scored under 1.25 (lower than 25%), so none of the items worked towards job dissatisfaction (Table 16).

Depending on the research findings a great majority (>83%) of the white collar workers of the subject port management company have a university degree but the post graduate ratio is rather low (2%) and the amount of degrees on specific vocational subjects such as maritime transportation, maritime business and administration, port management is 40%. The subjects with specific vocational education obtain higher job satisfaction from *the chance to tell people what to do and the feeling of accomplishment from the job.* The job satisfaction obtained from *the payment and the amount of work done* is low for the two groups and the group with a specific vocational degree is significantly more dissatisfied.

The amount of females is comparably lower and the females believe that their jobs does not give the *chance to do something that makes use of abilities and the freedom to use own judgement* is low. While the male subjects are satisfied (>75%) with the two items, they show signs of being job dissatisfaction reasons for the females.

A large amount of the subject group is over 40 years old, and only a few are under 35 but there was no evidence of a relation between age and job satisfaction.

A great majority of the study subject group (>54%) has been employed in the organization for three or less years, but the management

informs the reason for the high turnover is due to a re-organization of the human resources four years before the study was held. The employees working for four or more years are more satisfied with the *way their boss handles his/her workers* and *the chance to try my own methods of doing my job* while the employees working for three years or less stated a higher job satisfaction due to *the competence of supervisors in making decisions*. Both groups are highly satisfied with the three items.

The recommendations below can be stated upon the research findings:

- The item with the highest score is *the way my job provides for steady employment* while the item with the lowest score is *the amount of pay and the work I do*. This proves the theories of Maslow (1943; 1948) and Herzberg (1959) are still valid and shows the need for further research on job satisfaction and motivation for Turkish maritime companies.
- The intrinsic job satisfaction items are proven to have a higher importance. The managers should spend extra effort to understand and improve the intrinsic satisfaction of the employees. Psychological and emotional items such as being praised for doing a good job, being able to do things that do not go beyond conscience seem to be in effect to improve job satisfaction so the managers may try to find the ways to use this information to improve efficiency.
- The managers are affecting the job satisfaction of the employees highly. They need to make sound decisions and they need to put them into practice in a good way.
- The white collar workers want their opinions to be considered on decision making process.
- The employees with specific vocational education are more pleasant to be managing. While assigning managers the candidates with specific education might be preferred.
- The employees with specific vocational education are also more committed to the organization. Preferring managers from this group might help keeping the turnover rate at managerial level low.
- The number of female employees might be increased and special effort might be put to give them a chance to do a work that makes use of their abilities and the freedom to use their own judgement.
- The Turkish maritime organizations may invest in future human resource by increasing the number of white collar workers and

managers with lower age and taking precautions to keep the turnover rate low.

- The subjects with lower employment duration declared higher satisfaction on their managers' decision making abilities. The managers can improve job satisfaction simply by making good decisions and putting them into practice.
- Larger scaled research on Turkish maritime companies can be designed to compare and contrast the job satisfaction within sub-industries.
- This study was held on a privatized port. Such researches should be done on public ports as well to investigate job satisfaction and to see possibilities for improvement.
- Maritime education can be developed to graduate people with a better understanding of human and human groups.

5. CONSTRAINTS OF THE RESEARCH

Going beyond the common difficulties of survey based field studies, making researches on seaports have their own challenges. Cross sectional researches might be distorted as the seaports are open to external effects highly. Entering the port area depends on special permissions. The work is intense and there are shifts, and it is a common thing to find a number of managers are outside the organization for business meetings so it is difficult to reach to the sample within a single call. The managements have a tendency to keep their sensitive information as a secret. The relatively low amount of employees limits the sample size or the research groups making it difficult to obtain strong and meaningful results from statistical analysis.

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