



## How Demographic Factors Affect Job Satisfaction in Shipping Agencies?: A Research Through İzmir-Based Liner Shipping Agencies\*

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### Abstract

*In the globalization and severe competitive environment, especially service organizations in maritime industry can survive only if they offer better services via their employees. High-performance of employees can lead them to organizational success and improve their competitiveness. So as service providers, the employees' satisfaction and motivations become more important in service organizations. This paper aims to measure the job satisfaction level of employees in liner ship agencies operating in İzmir. In addition, whether the job satisfaction levels differ according to demographic characteristics is investigated. In order to reach the aim of the research, as a quantitative research method, the survey method has been used. Collected data have been analyzed by SPSS 20.0 and Amos software programs. The research findings have revealed that the less satisfied items are compensation and advancement, and the more satisfied items are job security and co-worker items. And also, some differences have been observed between demographic characteristics of respondents and their job satisfaction. This research is thought to have a contribution to liner shipping sector and the literature related to the subject.*

**Keywords:** Job Satisfaction, Ship Agency, Liner Shipping, Demographic Factors, Quantitative Research.

## Gemi Acentelerinin İş Tatminini Demografik Faktörler Nasıl Etkiliyor?: İzmir Bazlı Tarifeli Hat Gemi Acenteleri Üzerine Bir Araştırma

### Öz

*Küreselleşme ve ciddi rekabet ortamında, özellikle denizcilik endüstrisindeki hizmet işletmeleri, çalışanlarının daha iyi hizmet sunmaları durumunda hayatta kalabilir. Yüksek performanslı çalışanlar işletmelerin örgütsel başarıya ulaşmalarını sağlayabilir ve rekabet edebilirliklerini artırabilir. Dolayısıyla hizmet sağlayıcılar olarak çalışanların tatminleri ve motivasyonları hizmet işletmelerinde daha da önem kazanmaktadır. Bu çalışma, İzmir'de faaliyet gösteren tarifeli gemi acentelerinin çalışanlarının iş tatmini seviyelerini ölçmeyi amaçlamaktadır. Ayrıca, iş tatminlerinin demografik özelliklerine göre farklılık gösterip göstermediği araştırılmaktadır. Araştırmanın amacına ulaşmak için nicel bir araştırma yöntemi olarak anket yöntemi kullanılmıştır. Elde edilen veriler SPSS*

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20.0 ve Amos yazılım programları ile analiz edilmiştir. Araştırma bulguları, katılımcılara göre daha az tatmin olunan değişkenlerin ücret ve terfi olduğunu ve daha fazla tatmin olunan değişkenlerin iş güvenliği ve çalışma arkadaşları olduğunu ortaya koymaktadır. Ayrıca, katılımcıların demografik özellikleriyle iş tatminleri arasında bazı farklılıklar gözlemlenmiştir. Sonuç olarak, bu araştırma tarifeli gemi acenteleri sektörüne ve ilgili yazına katkı sunmaya çalışmaktadır.

**Anahtar Kelimeler:** İş Tatmini, Gemi Acenteciliği, Tarifeli Hat Taşımacılığı, Demografik Faktörler, Nicel Araştırma.

## 1. Introduction

There is a common agreement that job satisfaction is the most widely studied topic in the organizational behavior, organizational psychology, human resource management, and other related disciplines [2, 12, 26, 31, 43]. Also, there are considerable number of studies about the relation of job satisfaction with sales force and service quality from the marketing view [6, 8, 27, 41].

Job satisfaction has important influences both on the organizations and the employees. The employees spend most of their times at work, and because of that reason, their happiness and mental well-beings are affected by their satisfaction from the job they do and this reflects to their social life [12, 30, 31, 36]. In the literature, the employees are regarded as the most valuable assets of the organizations, because the satisfied employees can rise the organization to success. For this reason, the organizations must give significant importance to their employees' satisfaction levels in order to reach success.

In the international business context, intermediaries play various vital tasks in facilitating international trade such as legal advice, market research, sales and after-sales services, logistical arrangements etc. [1]. In international maritime trade, ship operators get some supporting, supplementary and facilitating services from the intermediaries such as ship agents, freight forwarders, and ship brokers. Intermediaries in the shipping sector offer very important services in order to maintain the high quality, effective, economical, safe and secure logistics, and maritime transport services.

In liner shipping, the intermediaries in the distribution channel include the ship agents and freight forwarders [10]. The main goal of the ship agent is to protect the ship's and the owner's benefits to complete the ship operations with maximum efficiency and minimum cost [11, 24]. Ship agents have crucial responsibilities in the effective maritime service offering and the satisfaction levels of employees as service providers are highly important. Therefore, the research questions of this research are:

- What are the satisfaction levels of the liner ship agency employees toward their job?
- How do demographic factors affect liner ship agencies' job satisfaction levels?

This research consists of six parts. Following the introduction part, the first part reviews the literature related to job satisfaction. The third part focuses on the methodology of the research. The hypotheses of the research are tested and the findings of the research are highlighted in the fourth part, and then the conclusions and discussion are provided. Finally, limitations and further research recommendations are given.

## 2. Literature Review

There are many definitions of job satisfaction given by different researchers. The main point of the definitions is the affective or emotional reactions of the employees towards their jobs. Hoppock [17] defined the job satisfaction as "any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say 'I am satisfied with my job'". According to Smith [39] job satisfaction is "an effective

response of the worker to his job. It is viewed as a result or consequence of the worker's experience on the job in relation to his own values, that is, to what he wants or expect from it". Locke's definition is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" [25]. Job satisfaction is defined by Spector [43] as "simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs".

Various theories have been developed to explain factors that affect the employee motivation and satisfaction. The theories related to job satisfaction are called as 'Motivation Theories' and classified in two main headings which are 'content theories' focusing on internal factors (i.e. personal needs and wants) and 'process theories' focusing on external factors (i.e. incentives and rewards) [21]. Content theories are Maslow's Hierarchy of Needs, Herzberg's Two Factor Theory, McClelland's Need Theory and Alderfer's ERG Theory. Process theories consist of Vroom's Expectancy Theory, Porter and Lawler Expectancy Theory, Adam's Equity Theory and Locke's Goal Setting Theory.

There are various factors that affect the satisfaction level of employees in the organization, some of them are environmental (organizational) factors and some of them are individual (personal) factors. According to Spector [42], there are nine determinants of job satisfaction which are pay, promotion, supervision, benefits, rewards, operating procedures, coworkers, nature of work, and communication. Smith et al. [40] developed a scale to measure the job satisfaction level and presented five factors (nature of the work, pay, supervisors, coworkers, and promotion) of job satisfaction. The factors affecting job satisfaction and dissatisfaction are categorized under four headings which are

personality, values, work situations, and social influences [12].

The work itself and its features such as challenging, interesting, tiring, routine/monotone etc. influence satisfaction of employees positively or negatively. The employees who find their jobs interesting will be more satisfied than employees who find their jobs tiring or unexciting etc. [12, 26, 30]. Group dynamics and cohesiveness between co-workers positively influence the motivation and satisfaction of them [26, 36]. The supports given by supervisors increase the employees' satisfaction with their jobs. The management style of the organization and leadership style of managers are powerful determinants of employees' job satisfaction [2, 28, 31, 44]. Physical working conditions and working hours are another determinant of job satisfaction level. In order to satisfy their employees, organizations try to ensure safer and more comfortable working areas, and provide all necessary technical and equipment support for their employees [14, 31, 34].

The salaries and compensation provided to employees are considered to be important factors affecting their job satisfaction levels and also result in employee attraction and retention [20, 26]. Promotion and career development opportunities are important to motivate and satisfy the employees with their job [31, 34]. Job security is another determinant of job satisfaction. There is a positive correlation between satisfaction with job security [4, 47].

Besides the organizational factors, there are individual factors such as demographic variables that affect job satisfaction level. Employees with different individual characteristics have different satisfaction feelings from their jobs. The demographic characteristics generally discussed in the studies are; age, gender, education level, experience, occupational position, working years. In the literature review it is seen that

there are many studies in various sectors such as; education [9, 18, 48, 64], health/hospital [15, 19, 29, 58], hotel [33, 38, 51, 59], public [7, 50], bank [46, 61], finance [60], textile [52], telecommunication [63], insurance [61], fisheries and aquaculture [55] which are examining the differences in job satisfaction level according to demographic variables. The review of the relevant literature has shown that the findings of the studies are different from each other. While some studies have indicated that job satisfaction is positively or negatively affected by some demographic variables, in other studies no relationship is found. For example; three different views on the relationship between age and job satisfaction have been discussed. First, as age gets older; job satisfaction will increase. Second view is; there is a U-shaped relationship between age and satisfaction. The third one is; the level of job satisfaction increases to a certain point depending on the age level and starts to decrease after this point [52]. Sauser and York [57] indicate in their study that while some studies have found that males are more satisfied, some have found that females are more satisfied. However, another study has found no relationship between the gender and job satisfaction [35].

Based on the literature, in order to investigate the difference between the

demographic characteristics of liner ship agent employees and their job satisfaction level, the following hypotheses were developed:

$H_1$ : There is a significant difference between demographic characteristics of respondents and their job satisfaction.

$H_{1-1}$ : There is a significant difference between gender and job satisfaction.

$H_{1-2}$ : There is a significant difference between age and job satisfaction.

$H_{1-3}$ : There is a significant difference between education level and job satisfaction.

$H_{1-4}$ : There is a significant difference between department and job satisfaction.

$H_{1-5}$ : There is a significant difference between position/title and job satisfaction.

$H_{1-6}$ : There is a significant difference between sector experiences and job satisfaction.

$H_{1-7}$ : There is a significant difference between working year in organization and job satisfaction.

### 3. Methodology

In this part, the model and sample of the research, data collection and analysis procedures will be detailed. The conceptual model of the research is presented in Figure 1.

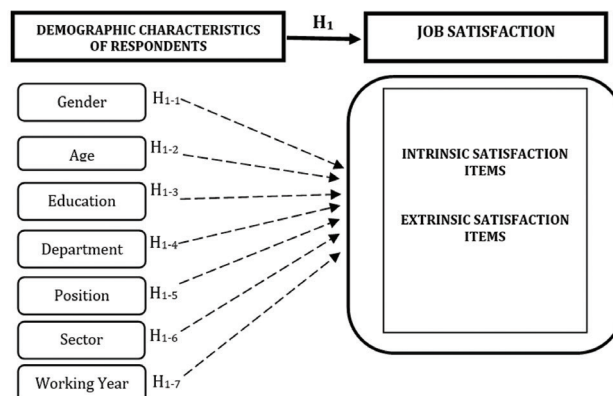


Figure 1. Conceptual Model of the Research

### 3.1. Measurement

The questionnaire form of this research consists of two parts. In the first part, there are 8 nominal and open-ended questions related to profile characteristics of the respondents. In the second part, the short form Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. [45] was used with 5-point Likert scale. According to study of [32], the mostly used job satisfaction scale is MSQ in both master and doctorate thesis (in the field of Business Administration).

For the original English short form MSQ items, the translation by Baycan (1985) [5] which is mostly used in the Turkish literature was used. Then all items in the questionnaire were controlled by an academican who is expert in English and necessary adjustments were revised. A pilot test was carried out with 12 people from academicians and managers in the agency sector in order to identify any possible errors in the questionnaire, control of the content and face validity and determine the average response time of the questionnaire. According to feedback received from managers and academicians, the final version of the questionnaire was arranged.

### 3.2. Sample and Data Collection

The office employees of container line agents in İzmir were determined as the sample of this research by judgmental and convenience sampling which is non-probability sampling method. In order to identify the sample, the list of ship agents registered in İzmir Chamber of Shipping was obtained from the İzmir branch of İMEAK Chamber of Shipping. To obtain the permission to carry out the survey, telephone interviews were made with the managers or employees in these container line agents. 11 of container line agents accepted to help for survey application. The average total number of office employees

in these 11 container line agents were determined as 279. Total 157 questionnaire forms were returned by 56,2 % response rate. 14 questionnaire forms were excluded from the research as they were not suitable for the analysis.

### 3.3. Data Analysis Procedures

For the analysis of the collected data from the survey, IBM SPSS and Amos statistics programs were used. For the profile of the respondents and job satisfaction items, descriptive statistics were carried out. Confirmatory factor analysis was performed. In order to test the hypotheses of the research, T-test and one-way ANOVA were used.

## 4. Findings

The descriptive statistics (frequency and percentage) of the respondents' profile are given in Table 1. When the education levels of the respondents were analyzed, it was seen that most of the respondents have a bachelor degree. As the departments of respondents, it was observed that the majority of the respondents are from sales and marketing department and documentation department.

The most common method used to measure the reliability is the Cronbach's Alpha value which describes the reliability of internal consistency [3]. Cronbach's Alpha value which is 0.7 and above is generally accepted in the literature. Cronbach's Alpha coefficient value for the job satisfaction scale, which consists of total 20 items, is 0,923. Therefore, the scale has considerably high-level reliability.

Descriptive statistics were used in the evaluation of the respondents' satisfaction level for the job satisfaction items and the results are presented in Table 2.

It is seen that 'job security' and 'co-workers' items have the highest mean values. 42,7 percent of the respondents are very satisfied and 46,2 percent of

**Table 1.** Profile of the Respondents

Gender	F	%	Age	F	%			
Male Female <i>TOTAL</i>	83 60 143	58,0 42,0 100,0	24-29	52	36,4			
			30-35	49	34,3			
			36-41	28	19,6			
			42-47	9	6,3			
			More than 47	5	3,5			
<i>TOTAL</i>			<i>TOTAL</i>	143	100,0			
Education Level	F	%	Department	F	%			
High School Associate Degree Bachelor Degree Master Degree <i>TOTAL</i>	7 7 113 16 143	4,9 4,9 79,0 11,2 100,0	Vessel Operation	6	4,2			
			Documentation	37	25,9			
			Sales and Marketing	41	28,7			
			Finance & Accounting	12	8,4			
			Export & Import Operation	20	14,0			
			Container Management and Control	8	5,6			
			Customer Services	12	8,4			
			Foreign Accounts	7	4,9			
			<i>TOTAL</i>			<i>TOTAL</i>	143	100,0
			Title/Position				F	%
Assistant Specialist				52	36,4			
Specialist				36	25,2			
Customer Representative				18	12,6			
Sales Responsible				13	9,1			
Team Leader				7	4,9			
Assistant Department Supervisor				3	2,1			
Department Supervisor				14	9,8			
<i>TOTAL</i>				143	100,0			
Experience in the Sector	F	%	Working Year	F	%			
Less than 1 year	8	5,6	Less than 1 year	18	12,6			
1-4 years	51	35,7	1-4 years	60	42,0			
5-9 years	32	22,4	5-9 years	27	18,9			
10-14 years	24	16,8	10-14 years	23	16,1			
15 years and more	28	19,6	15 years and more	15	10,5			
<i>TOTAL</i>	143	100,0	<i>TOTAL</i>	143	100,0			

**Table 2.** Descriptive Statistics of Job Satisfaction Items

Job Satisfaction Items	Mean	Standard Deviation	Job Satisfaction Items	Mean	Standard Deviation
Activity	3,5455	,95480	Ability utilization	3,5594	1,04560
Independence	3,4755	1,06038	Company policy & practices	3,3497	1,09582
Variety	3,3287	1,07321	Compensation	2,7203	1,11586
Social status	3,7902	,99897	Advancement	3,0559	1,20314
Supervision-human relations	3,6643	1,19237	Responsibility	3,8741	,86291
Supervision-technical	3,6294	1,19670	Creativity	3,7063	,98462
Moral values	3,8951	,90937	Working conditions	3,7413	,93231
Job security	4,2867	,73755	Co-workers	4,0070	,97502
Social service	3,5664	1,00393	Recognition	3,4685	1,05353
Authority	3,5455	,93242	Achievement	3,8881	,90464



the respondents are satisfied with their job security ( $\bar{X}$ :4,2867). None of the respondents is very dissatisfied with this item. The 'co-workers' item has 4,0070 mean value; therefore, it can be said that the respondents are satisfied with their co-workers in their organization. 32,9 percent of the respondents are very satisfied and 46,2 percent of the respondents are satisfied with the way their co-workers get along with each other.

The lowest mean values belong to the 'compensation' and 'advancement' items. 18,9 percent of the respondents are very dissatisfied and 21,7 percent of the respondents are dissatisfied with their pay and amount of work they do. Only 2 respondents are very satisfied with their pay and the compensation item has 2,7203 mean value. 23,1 percent of the respondents are dissatisfied and 12,6 percent of the respondents are very dissatisfied with their chances for advancement on their jobs. The mean value for advancement item is 3,0559.

In order to investigate the validity and model fit of the scale, confirmatory factor

analysis (CFA) was applied. Some necessary modifications and improvements were made in the model. Standardized parameter estimates of CFA model are provided in Figure 2. Three variables were excluded from the model since their factor scores were not sufficient. In addition, covariance between the error terms of some variables were found and included in the model.

Tucker-Lewis Index (TLI) and Comparative Fit Index (CFI) are the most widely reported fit indices which values above 0,90 are usually associated with a model that fits well. Root mean square of error approximation (RMSEA) value is regarded as acceptable between the values of 0,03 and 0,08. Standardized root mean square residual (SRMR) need to be less than 0,08 value [53]. There are two different views regarding to acceptable values for  $\chi^2/DF$  such as less than 2 or less than 5 [54]. The  $\chi^2$  is 209,858 with 114 degrees of freedom ( $p < 0,05$ ), and  $\chi^2/DF$  is 1,841. In the model, TLI is 0,913, CFI is 0,927, SRMR is 0,0585 with a RMSEA of 0,077. All of these indices are within the range that would be

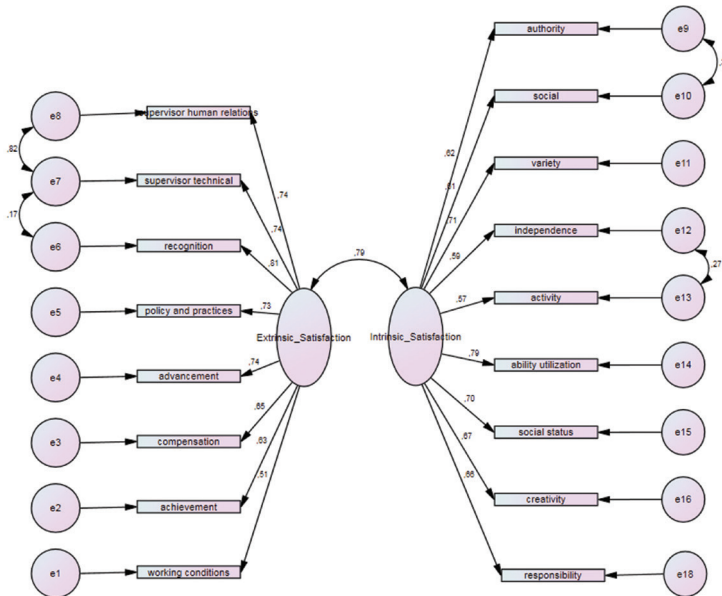


Figure 2. The Results of Confirmatory Factor Analysis

associated with good fit (see Table 3). The composite reliability (CR) value is 0,882 for extrinsic satisfaction and 0,872 for intrinsic satisfaction factor.

between education level and job satisfaction.

According to the result, the null hypothesis is supported for all job

**Table 3.** Goodness-of-Fit Indices for CFA

$\chi^2$	DF	P	$\chi^2/DF$
209,858	114	,000	1,841
TLI	CFI	RMSEA	SRMR
,913	,927	,077	,0585

T-test analyses the significance of the difference between two samples' means [23].  $H_{1-1}$  hypothesis was analyzed by t-test.

- $H_{1-1}$ : There is a significant difference between gender and job satisfaction.

The results of t-test show that only the respondents' satisfaction with moral values item (sig.= ,013) differs with regard to their genders. For other job satisfaction variables, the null hypothesis is supported. Female employees are more satisfied than the male with their ability to do things that don't go against their conscience at work.

While the significance of the difference between the groups of two samples is examined by t-test, the ANOVA (analysis of variance) enables to examine the significance of the variances between more than two sample groups [23]. The developed sub-hypotheses of  $H_{1-2}$ ,  $H_{1-3}$ ,  $H_{1-4}$ ,  $H_{1-5}$ ,  $H_{1-6}$  and  $H_{1-7}$  were tested by variance analysis.

- $H_{1-2}$ : There is a significant difference between age and job satisfaction.

According to results of ANOVA, the respondents' satisfaction with the chance to tell people what to do (authority-intrinsic satisfaction item) differs with regard to their ages (sig.= ,011). Tukey test was applied to determine which groups are differed significantly. According to Tukey test result, there is significant difference between the 30-35 years ( $\bar{X}$ :3,32) and 42-47 years ( $\bar{X}$ :4,33) old employees.

- $H_{1-3}$ : There is a significant difference

satisfaction variables. The respondents' job satisfaction does not differ with regard to their education levels. Therefore,  $H_{1-3}$  is not supported.

- $H_{1-4}$ : There is a significant difference between department and job satisfaction.

$H_{1-4}$  is not supported for 19 job satisfaction items. Only the respondents' satisfaction with the way company policies are put into practice in their organization (extrinsic satisfaction item) differs with regard to their departments (sig.= ,044). The significant difference occurs between finance & accounting ( $\bar{X}$ :2,75) and foreign accounts ( $\bar{X}$ :4,14) departments.

- $H_{1-5}$ : There is a significant difference between position/title and job satisfaction.

From the results of variance analysis, it is observed that  $H_{1-5}$  is supported for 'social status' (sig.= ,011), 'social service' (sig.= ,036), 'authority' (sig.= ,001), 'responsibility' (sig.= ,010) and 'creativity' (sig.= ,045) intrinsic satisfaction variables. Therefore, it can be said, the respondents' satisfaction with the chance to be somebody in the community (social status) differs with regard to their positions in the organization. According to the result, the respondents who are working as a department supervisor ( $\bar{X}$ :4,42) and team leader ( $\bar{X}$ :4,57) are more satisfied with their social status. The respondents who have department supervisor title are more



satisfied with the chance to do things for other people. The difference occurs between assistant department supervisor ( $\bar{X}$ :2,33) and team leader ( $\bar{X}$ :3,71), specialist ( $\bar{X}$ :3,80) and department supervisor ( $\bar{X}$ :4,07) groups according to results of Tukey test.

The respondents who are working as a department supervisor, assistant department supervisor, and team leader are more satisfied with the chance to tell people what to do (authority). According to Tukey test, there are significant differences between department supervisor ( $\bar{X}$ :4,35) and assistant specialist ( $\bar{X}$ :3,26), sales responsible ( $\bar{X}$ :3,23) groups.

The respondents' satisfaction with the freedom to use their own judgment differs with regard to their positions in the organization. Department supervisors and team leaders are more satisfied with responsibility variable ( $\bar{X}$ :4,57 and  $\bar{X}$ :4,14 respectively). The significant difference occurs between department supervisor ( $\bar{X}$ :4,57) and sales responsible ( $\bar{X}$ :3,38) groups.

The respondents' satisfaction with the chance to try their own methods of doing their jobs (creativity) differs with regard to their positions in the organization. Tukey test results showed that there is significant difference between department supervisor ( $\bar{X}$ :4,35) and specialist ( $\bar{X}$ :3,38) positions.

- $H_{1.6}$ : There is a significant difference between sector experiences and job satisfaction.

The null hypothesis is supported for all job satisfaction items except 'social service' and 'authority' intrinsic satisfaction variables. The respondents' satisfaction with social service differs with regard to their experiences in the sector (sig.= ,018). The respondents, who have 15 years or more sector experiences, are more satisfied with the chance to do things for other people. The significant difference occurs between the groups of 15 years and more ( $\bar{X}$ :4,03) and 1-4 years ( $\bar{X}$ :3,25) sector experiences.

The respondents' satisfaction with the chance to tell people what to do (authority) differs with regard to their experiences in the sector (sig.= ,006). According to Tukey test, there is significant difference between 15 and more years ( $\bar{X}$ :4,10) and 1-4 years ( $\bar{X}$ :3,33) sector experiences groups for authority satisfaction.

- $H_{1.7}$ : There is a significant difference between working year in organization and job satisfaction.

The null hypothesis is supported for all job satisfaction items except 'social service' and 'authority' intrinsic satisfaction variables.

The respondents' satisfaction with social service differs with regard to their working years in the organization (sig.= ,043). The significant difference occurs between the groups of 15 years and more ( $\bar{X}$ :4,26) and 1-4 years ( $\bar{X}$ :3,37) working years.

The respondents' satisfaction with the chance to tell people what to do (authority) differs with regard to their working years in the organization (sig.= ,001). Tukey test showed that, the difference occurs between 1-4 years ( $\bar{X}$ :3,32). and 15 and more years working year groups. The respondents, who are working in the organization for 15 years or more, are more satisfied with authority ( $\bar{X}$ :4,40).

## 5. Discussion and Conclusion

When the job satisfaction items are analyzed, it is observed that participated employees do not have worries about losing their jobs. And as it is expected, most of the respondents are dissatisfied with their pay and amount of work they do. The respondents are neither satisfied nor dissatisfied with their chances for advancement on their jobs. The organizations should provide more advancement opportunities for their employees in order to motivate them to be more productive and creative in their work.

While extrinsic satisfaction items are

related to organizational (environmental) factors, intrinsic satisfaction is more related to personal and intangible issues. Some differences in the factor loadings are generally seen in different studies [13, 16, 22, 37]. In this study the achievement item was loaded on the extrinsic factor. The respondents might be related their achievement with the organizational factors. Similar to the finding of this research, working conditions which is an organizational item was loaded on the extrinsic satisfaction factor in the studies of [13, 22, 37].

The hypothesis tests show that the hypotheses are generally supported with intrinsic satisfaction variables. Only the company policies and practices which is an extrinsic satisfaction item differs with regard to department of respondents. The respondents whose ages are over 42 years are more satisfied than younger respondents with their chances to tell people what to do. This finding is similar to the views that job satisfaction increases with age [48, 50, 59, 60].

In contrast with findings of [50, 51, 52, 58, 59], no difference between education levels and job satisfaction has been found in this study. According to findings of [49, 60] the level of education does not have a significant effect on the job satisfaction of the employees, which is consistent with the finding of this research.

The upper level position employees such as department supervisors, assistant department supervisors and team leaders are more satisfied with their social status and authority. Department supervisors and team leaders are more satisfied with their freedom to use their own judgment in the organization and their chances to try their own methods of doing their jobs. It can be said that when the position level increases, the job satisfaction increases similar to [56] but in adverse with the result of [60]. The respondents who have 15 years or

more sector experiences and working in their organization for 15 years or more, are more satisfied with 'social service' item. And the respondents who have 10 years or more experience in the sector and working in the organization for 10 years or more, are more satisfied with their authority. There is a common perception as seniority and working years increase, the experience of the employee will increase so the opportunities and job satisfaction will increase consequently [29], similar to findings of this study.

## 6. Limitations and Further Research

Due to time and cost limitations, the research has only been applied to the container line agents' employees operating in İzmir. 11 of the container line agents agreed to participate in the survey application. And also, because of the workloads of the agents and some of the employees were out of office due to customer visits, daily work routines and annual leaves etc. the questionnaire forms could not be reached to the whole sample of the research.

In further researches, the application area can be geographically extended to ship agencies in Turkey and also to the agencies in foreign countries in order to make comparison between Turkey and foreign countries.

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