

Researching of Job Satisfaction Levels of Public Personnel Who Have Worked in Agricultural Services¹

Tarımsal Hizmetlerde Çalışan Kamu Personelinin İş Tatmin Düzeylerinin Araştırılması

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Abstract: The aim of the research is to determine the job satisfaction levels of public personnel working in agriculture services who have different working conditions compared to other sectors, according to the demographic variables (gender, age, education level, place of employment, year of service). The research was practiced in 3 public institutions in Manisa / Turkey. Nonparametric test Mann Whitney U-Test (U-Test) and Kruskal Wallis H-test (H-test) were used for the analysis of data obtained with Minnesota Job Satisfaction Scale (MSQ). According to the findings, it was determined that public employees were generally satisfied with the job in the ratio of 3.67 out of 5 points in job satisfaction level. Even though public personnel are happy to have a steady employment and a chance to do something for other people and can be busy all the time, they want the possibility of promotion in their work, the freedom of implementation of their decisions and the appreciation when they get a good job. It has been detected that there are significant differences ($p < .05$) in the mean scores of some items which constituted the job satisfaction scale according to demographic variables (gender, age, education level and year of service). For instance, within the scope of the research, male public personnel are more satisfied than their female colleagues in terms of independent work and promotion. According to these results, it is beneficial to increase the opportunity of promotion and of working alone for a task for female employees in the workplace. The beginner level public personnel who are 30 years old and younger are more satisfied with the working conditions, chance to work alone in the job and the opportunity to do different things from time to time compared to the ones who are between the ages 31 and 50. Although the satisfaction of being appreciated is observed in the employees who are 51 and older, the same satisfaction should also be enabled for employees at other age groups. The general job satisfaction level of high school graduates is higher than those who have undergraduate and graduate education degrees and it is found that they are more satisfied with the promotion possibilities and managers' abilities to make decisions. As a result, for the on-going satisfaction with working conditions of young employees and the increase in job satisfaction at all age groups, the institutional management should offer an employee a promotion opportunity and freedom to take initiative at work. Consulting the opinions of the public personnel for the job, making important decisions together and implementing these decisions are important for the job satisfaction and work efficiency. In addition, managers' abilities to manage and make good decisions about their subordinates will also increase the job satisfaction level of employees.

Keywords: Job Satisfaction, Human Resource, Agricultural Services, Public Personnel

Öz: Araştırmanın amacı, çalışma koşulları diğer sektörlerle göre farklı olan, açık arazi ve büro hizmetlerini birlikte yürüten tarım hizmetlerinde çalışan kamu personelinin iş tatmini düzeylerini demografik değişkenlere (cinsiyet, yaş, öğrenim düzeyi, görev yeri, hizmet yılı) göre belirlemektir. Araştırma, Manisa/Türkiye ilinde 3 kamu kurumunda yapılmıştır. Minnesota İş Tatmini Ölçeği (MSQ) ile elde edilen verilerin analizinde parametrik olmayan testlerden Mann Whitney U-Testi (U-Test) ve Kruskal Wallis H-testinden (H-test) yararlanılmıştır. Bulgulara göre, kamu personelinin, iş tatmini düzeyi 5 puan üzerinden 3,67 puan ortalaması ile genel olarak işinden memnun olduğu tespit edilmiştir. Kamu personeli, sabit bir iş ve başkaları için bir şeyler yapabile olanağına sahip olmaktan ve çalışma saatlerinde işleriyle uğraşmaktan memnun olsa da işinde terfi imkanı, kararlarını uygulama serbestliği ve yaptığı işin takdir edilmesini istemektedir. Demografik değişkenlere göre (cinsiyet, yaş, öğrenim düzeyi ve hizmet yılı) iş tatmini ölçeğini oluşturan bazı maddelerin puan ortalamalarında anlamlı düzeyde ($p < .05$) farklılık belirlenmiştir. Örneğin; araştırma kapsamındaki erkek kamu personeli, kadın meslektaşlarına göre bağımsız çalışma imkanı ve terfi bakımından işinden daha çok memnundur. Bu sonuca göre kadın personelin iş yerinde terfi ve bağımsız çalışma olanağının artırılmasında yarar vardır. Yeni işe başlayan 30 yaş ve altı kamu çalışanları, 31-50 yaş arası çalışanlara göre çalışma koşullarından, bağımsız çalışabilme ve işle ilgili değişik şeyler yapabile imkanından daha çok memnundur. Bununla birlikte 51 yaş ve üzeri çalışanların, yaptıkları işten dolayı takdir edilmelerine ilişkin anlamlı düzeydeki memnuniyeti, diğer yaş gruplarındaki çalışanlar için de sağlanmalıdır. Lise mezunu çalışanların genel iş tatmini düzeyi, lisans ve lisansüstü öğrenim seviyesine sahip çalışanlara göre daha yüksektir ve terfi olanakları ve yöneticilerin karar vermedeki yeteneğinden daha fazla memnun olduğu tespit edilmiştir. Sonuç olarak genç çalışanların çalışma koşullarına ilişkin memnuniyetinin devamı ve tüm yaş gruplarında iş tatmini düzeyini yükseltmek için kurum yönetimi, çalışanlara terfi imkanı, işe ilişkin düşüncelerini uygulama serbestliği verebilmelidir. Kamu personelinin işe ilişkin görüşlerinin alınması, birlikte karar verilmesi ve alınan kararların uygulamaya konması iş tatmini ve iş verimliliği için önemlidir. Ayrıca yöneticilerin astları iyi yönetme ve karar vermedeki yeteneğinin geliştirilmesi de çalışanların iş tatmini düzeyini artıracaktır.

Anahtar Sözcükler: İş tatmini, İnsan Kaynakları, Tarımsal Hizmetler, Kamu Personeli

1. Introduction

Job satisfaction is the whole of positive or negative attitudes, feelings and thoughts of employees for work. Even if employees have sufficient qualifications, the productivity depends upon job satisfaction. Low job satisfaction causes

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negative outcomes like job slowdown, avoidance of work, inefficiency, indiscipline etc. The positive attitude of the employee with high job satisfaction and being productive will increase the performance of the organization in the long term. Job satisfaction is an important factor related to factors such as employee work conditions, wages, stress level, colleagues, top managers and workload (Hanasyha and Tahir, 2016). In addition to these objective factors related to work, the personality traits (age, occupation, gender, occupation, education level, intelligence, personality etc) and general life satisfaction, family relationship are also among the factors affecting job satisfaction (Yazıcıoğlu and Sökmen, 2007; Fetai et al., 2015; Georgellis et al., 2012; Saleem, 2015; İzvercian et al., 2016).

Since the beginning of the 20th century, there has been an increasing interest in the relationship between job satisfaction and employee performance (Izvercian et al., 2016). Scientists have studied the concept of job satisfaction in different ways. Researches focusing on job satisfaction usually focus on the scope of work and working environment. For instance, Kankaanranta et al. (2007) specified the effect of job satisfaction on the intention of physicians in Finland's public hospitals to leave the public sector. Delfgaauw (2007) found that the low level of job satisfaction of Dutch workers in public sector had an impact on the intention of these workers to relocate or quit their job. Duffield et al. (2009) examined the factors that affect the intention to quit one's job, and job satisfaction of personnel in public hospitals in Australia. In the research conducted using the data from 11 European countries, Pagan (2011) examined the relationship between job satisfaction and aging as well as disability and found that older personnel with restrictive barriers have more job satisfaction levels than uninhibited individuals. The relationships between job satisfaction, organizational support, academics-employer relationships and organizational citizenship behavior of 500 academics in 5 public universities in Malaysia were investigated by Aslan et al. (2014). Izvercian et al. (2016) states that job satisfaction increases the performance of employees, decreases the tendency to quit the job and these satisfied employees are productive and creative as revealed in a survey about employees working in public and private sector in Romania. Also, the subject of job satisfaction was investigated in correlation with empowerment, education and teamwork of personnel (Hanasyha and Tahir, 2016), burn out syndrome (Boymul and Yaşa Özeltürkay, 2017), emotional labor and burnout (İriguler and Güler, 2016), leadership style and perceived organizational policies (Saleem, 2015), level of education, wage level, career opportunity, work experience (Fetai et al., 2015), and factors outside the workplace (Georgellis et al., 2012). It can be interpreted that surplus of researches on job satisfaction in the literature is as a result of the importance given to job satisfaction and personnel. A large number of researches about job satisfaction have been conducted in Turkey for the personnel working in different public institutions such as academicians (Bayrak Kök, 2006), teachers (Adıgüzel et al., 2011), bank employees (Sat, 2011), hospital employees (Yılmaz and Karahan, 2009) and employees in sectors such as tourism (Yazıcıoğlu and Sökmen, 2007; Köroğlu, 2012), textile (Erdil et al., 2004), and food (Tor, 2011). However, no research has been conducted on the job satisfaction of public employees working in agriculture services that have open land and office services, the working conditions of whom differ from those of other sectors. For instance; the number of research projects ongoing and carried out by the Ministry of Food, Agriculture, and Livestock (GTHB) in 2016 is over 600, and research topics are mainly focused on plant and animal production, productivity, quality and economic analysis. In this studies, job satisfaction, other organizational behaviors and researches on human resources issues directly affecting the success of organizations are not found (TAGEM, 2017). On the other hand, there are 58,000 public servants in the GTHB (www.dpb.gov.tr) according to data of the year 2016, and these employees serve 2.3 million farmers (www.tarim.gov.tr). Therefore, it is thought that researching of current job satisfaction of agricultural personnel is remarkable and important as productivity, quality and profitability. The same situation is seen in the postgraduate dissertations. For instance; Aksaray (2014: 674) determined that the postgraduate dissertations study on 292 job satisfaction conducted between 2008 and 2012 are mainly applied in health, education institutions, banking / finance fields and but there were only 4 dissertations in agriculture/agricultural cooperative. Conducted studies on job satisfaction of personnel in agricultural services are in the lowest ratio (%1,8).

2. Materials and Method

The research was carried out in three public institutions in Salihli, Sarıgöl and Alaşehir districts, where the agricultural services were concentrated in Manisa province. For instance, about 23.000 viticulture enterprises of 40.000 viticulture enterprises in Manisa province are in the Salihli, Sarıgöl and Alaşehir districts. Job satisfaction levels were determined by considering the opinions of public personnel and taking the demographic characteristics into account according to the survey model. The research material is data from 110 public personnel. MSQ was used for obtaining the data. MSQ is a measure that is highly preferred in research, validity and reliability of which has been proven in studies conducted in different professions (Özsoy et al., 2014; Adıgüzel et al., 2011; Yazıcıoğlu and Sökmen, 2007; Bayrak Kök, 2006). The limit of the research is that the data is obtained from 110 people from 3 public institutions and provides information only about these personnel.

The normal distribution of the obtained data was examined by Kolmogorov-Smirnov and Shapiro-Wilks test. The p values are smaller than $\alpha = .05$. According to the result, scores are interpreted as showing significant deviation from normal distribution. Therefore, Mann Whitney U-Test (U-Test) and Kruskal Wallis H-Test (H-test) from nonparametric tests were used for data analysis. In addition, reliability analysis was performed to examine the

internal consistency of the obtained test scores. If there are three or more responses to the items in the questionnaire, the alpha (α) coefficient developed by Cronbach is used and a score of 70 or higher is considered as sufficient for the reliability of the test scores (Büyüköztürk, 2006:171). As a result of the reliability analysis, it was determined that the Cronbach's alpha (α) coefficient was .89, so that there was consistency between the responses to the test items.

An exploratory factor analysis was performed to examine the structural validity of the scale. Factor analysis aims to explain the measurement with a few factors by collecting the variables that measure the same construct or quality (Büyüköztürk, 2006). Appropriateness of the data for factor analysis was assessed by the KMO (Kaiser-Meyer-Olkin Measure of Sampling) test and the Bartlett Sphericity test. Our data set is appropriate for factor analysis since the result of the KMO test is 83% (.83) and this value is greater than .60. The Bartlett test also yielded a meaningful result (Sig. = .000). Therefore, there are high correlations between variables and our data set and it is adequate for factor analysis. According to the results of the Component matrix of 20 items in the questionnaire, it is seen that the factor load values are above 0.457. Therefore, our data collection survey is appropriate for the aims.

3. Results And Discussion

The total number of personnel in the public institutions within the scope of the survey is 175 (Salihli district 95, Sarıgöl district 24 and Alaşehir district 56) and the number of the distributed questionnaire and validated questionnaire forms are 116 and 110, respectively. The proportion distribution of the survey participants is as follows: 67% : male, 64% :40 and under, 78% :married, 73% :licence and postgraduate and 53% : 10 years or less term of employment (Table 1). The scale consists of 20 items in the form of a Likert scale out of 5 points (1- Very dissatisfied, 2 - Dissatisfied, 3 - Neutral, 4 - Satisfactory, 5 - Very satisfactory). The average level of job satisfaction of the participants is 3.67. According to this result, it can be said that the public personnel participating in the research are satisfied with the job. It is tempting to be a public personnel in Turkey because the public personnel has a lifetime employment. Also, unemployment rate in Turkey has been 12.1% and youth (15-24 ages) unemployment rate 22.6 % recently (TÜİK, 2017). So, it is thought that this condition positively contributes to the public personnel's level of satisfaction with the job. When we look at some research results on the job satisfaction level of employees in agricultural services, this result is supported: Er Ülker and Özdemir (2016: 331) studied job satisfaction level of 140 agricultural credit cooperative employees and found that this employees were highly satisfied with their work. Aydın et al. (2014: 57,71) confirms that 125 public employees who work in the three different aquaculture public enterprises have high levels of job satisfaction, and emphasizes that the study will contribute to the literature as it is the first work on this area. Marri et al. (2012: 39) found that the average job satisfaction score of personnel who work in the 25 institute in the agricultural sector in Pakistan was 3.61, and stated that agricultural personnel tend to be satisfied with their work. Mulinge (2000: 55), on the other hand, finds that private sector agricultural technicians in Kenya have higher levels of job satisfaction than the public and parastatal sector members.

In this study, the first three items that the public personnel are most satisfied with are as follows: item 8 (The way my job provides for steady employment) with an average of 4.07 points; item 9 (The chance to do things for other people) with an average of 4.03 points; and item 1 (Being able to keep busy all the time) with an average of 3.97 the points for. On the other hand, the lowest average was obtained from the following three items: item 14 (The chances for advancement on this job) with an average of 2.98 points; item 15 (The freedom to use my own judgment) with an average of 3.39 points; and item 19 (The praise I get for doing a good job) with an average of 3.40 points. The public personnel are pleased to do their job during the working hours with the opportunity for steady employment and doing something for others, but they want to be promoted within the job, be free to implement their decisions and be appreciated.

In the study, according to the demographic characteristics, the statistical significance of the difference between the item scores of the public personnel and the scores of general job satisfaction was tested by H-test and U-test, which do not require normality assumption. According to the test results, it was determined that the job satisfaction level scores did not show any statistically significant difference in terms of variables such as marital status and place of employment. However, the difference between the scores of some scale items and general job satisfaction level in terms of gender, age, education level and term of employment of public personnel are found to be significant. Analysis results by demographic characteristics are listed below;

Gender: Male personnel are significantly more satisfied than female public personnel in terms of item 2 (The chance to work alone in the job) ($U=1012$, $p=.02$, $p<.05$) and item 14 (The chances for advancement in the job) ($U=957$, $p=.01$, $p<.05$). These results showed that male personnel have more possibilities of independent work and promotion than female personnel.

Age: The scale items with their significant differences of mean score in terms of age variable are as follows: Item 2. [$\chi^2(3) = 15.1$, $p=.00$, $p<.05$], item 3. [$\chi^2(3) = 11.9$, $p=.00$, $p<.05$], item 15. [$\chi^2(3) = 8.27$, $p=.04$, $p<.05$], item 17. [$\chi^2(3) = 9.48$, $p=.02$, $p<.05$] and item 19. [$\chi^2(3) = 8.27$, $p=.04$, $p<.05$]. U-test has been conducted to determine which scores of age groups are meaningful.

Personnel at 30 or below are more satisfied than the ones aged between 31 and 50, in terms of item 2 (The chance to work alone in the job $U=500$, $p=.00$, $p<.05$), item 3 (The chance to do different things from time to time

U=780, p=.00, p<.05) and item 17 (The working conditions U=735, p=.00, p<.05).

The personnel aged 31 to 40 are more satisfied than the personnel aged between 41 and 50 with regard to item 15 (The freedom to use my own judgment U=463, p=.02, p<.05).

The personnel over 51 are more satisfied than the ones aged between 31 and 50 with regard to item 3 (The chance to do different things from time to time U=334, p=.04, p<.05; U=116, p=.02, p<.05) and item 19 (The praise that I get a good job U=279, p=.01, p<.05; U=102, p=.00, p<.05). In addition, personnel over 51 are more satisfied than the ones aged between 41 and 50 with regard to item 2 (The chance to work alone in the job U=116, p=.02, p<.05) and item 15 (The freedom to use my own judgment U=102, p=.00, p<.05). Findings show that compared to the ones aged between 31 and 50, employees aged 30 and below are more satisfied in the ability to work independently, having working conditions and an opportunity to do various things related to the job. 31-40 year-old personnel significantly have more freedom of implementing their own decisions than the personnel between the ages of 41-50. Personnel at 51 or older have more satisfaction with the opportunity to do different things occasionally and to be appreciated for a good job.

Level of education: By age variable, the scores of item 5 [χ^2 (3) =8.53, p=.03, p<.05], item 6 [χ^2 (3) =8.07, p=.04, p<.05], 14 [χ^2 (3) =10.0, p=.01, p<.05] and general job satisfaction [χ^2 (3) =8.69, p=.03, p<.05] are considerably different. U-test has been conducted to determine that it is significantly different at the level of education.

By comparison with personnel with graduate and postgraduate degrees, high-school graduate personnel are more satisfied with item 6 (The competence of my supervisor in making decisions U=166, p=.01, p<.05; U=48, p=.03, p<.05), item 14 (The chances for advancement in this job U=132, p=.00, p<.05; U=40, p=.01, p<.05), and their general job satisfaction (U=163, p=.01, p<.05; U=30, p=.00, p<.05) are significantly higher. Also, high school graduate personnel are more satisfied than the personnel with associate and undergraduate degrees with regard to item 5 (The way my boss handles his/her workers U=59, p=.03, p<.05; U=159, p=.00, p<.05). High school graduate personnel have more opportunity about the advancement in the job than the ones who have an associate degree (item 14 The chances for advancement on job U=58, p=.03, p<.05). High school graduates, whose general job satisfaction are higher level than licence and post graduate, are found to be more satisfied with the promotion possibilities and managers' ability to make decisions.

Term of employment: With regard to the term of employment, the scores obtained from only item 10 in scale items has been significantly different [χ^2 (4) =10.7, p=.03, p<.05]. U test results are as follows;

With regard to item 10 (The chance to tell people what to do .U=274, p=.01, p<.05; U=56, p=.03, p<.05; U=197, p=.00, p<.05), personnel, who have a service period of 5 years or less, are more satisfied than the ones who have a service period of 6-10 years and more than 16 years.

Researchers who studied job satisfaction levels of employees according to demographic variables obtained different results. For example; Adıgüzel et al. (2011) determine that the teachers' job satisfaction level is not statistically significant in terms of gender, marital status, age and term of employment, but that employees with graduate education have more job satisfaction than others. Yazicioglu and Sökmen (2007) state that age and gender do not play an important role at job satisfaction levels of tourism personnel. However, Fetai et al. (2015) indicate that age and level of education are important for job satisfaction and employees who are female, 41-50 year old employees and graduate and postgraduate employees are more satisfied than male employees, younger employees and other employees, respectively. Fetai et al. (2015) also express that good education, wage level, working conditions, career opportunity and secure job have positive influence on job satisfaction level. Therefore, in addition to demographic characteristics, organizational factors affect job satisfaction of employees. For instance; Duffield et al. (2009) and Saleem (2015) point out that the leadership role of managers in job satisfaction is important, and indicate that managers are also effective in reducing turnover. There is a positive relationship between job satisfaction and the quality of the manager's relationship with the employees (Aslan et al., 2014). Despite the fact that the promotion opportunities in the public sector are less than the private sector and take more time (Izvercian et al., 2016), the empowerment, training and team work of the employees has a positive influence on the job satisfaction (Hanasyha and Tahir, 2016). Delfgaauw (2007) states that job satisfaction in the Dutch public sector directly affects the intentions of employees to leave or stay at work and to seek new jobs. Likewise, Kankaanranta et al. (2007) determine that job dissatisfaction increases the intentions of doctors working in public hospitals in Finland to pass the private sector. As a result, job satisfaction should be considered in terms of other internal and external environmental conditions in addition to demographic features. Social culture and organizational culture should not be overlooked.

4. Conclusions

The research was carried out with 110 public personnel in 3 public institutions in Salihli, Sarıgöl and Alasehir districts, which are intensively assigned for agricultural services. MSQ was used for obtaining the data, and job satisfaction levels were determined by considering the demographic characteristics.

It has been determined that within the scope of the research, the public personnel are generally satisfied with the job with an average of 3.67 out of 5 points. Although public personnel are pleased with opportunity of steady employment, a chance to do something for others and dealing with the job during working hours, they want the

possibility of promotion in their workplace, freedom of implementation of their decisions and appreciation of their jobs.

Significant differences were found in the average scores of some items that constitute the job satisfaction scale according to the demographic variables (gender, age, education level and years of service). For example; within the scope of the research, male personnel compared to their female colleagues are more satisfied with their work and promotion opportunities. Therefore, it is beneficial for the female employees to increase the opportunities for promotion and the chance to work alone in the job. Newly-hired 30-year-old or younger public personnel are more satisfied with the working conditions, the chance to work alone in the job and doing different things from time to time. Personnel at 51 or above have been satisfied at a meaningful level of appreciation for their job; however, personnel at other age groups should also be satisfied. It has been detected that the general job satisfaction level of high school graduates is higher than that of graduate and postgraduate personnel and they are more satisfied with the promotion possibilities and the ability of managers to make decisions. Therefore, it is beneficial to the top management of the institution also to consider the promotion opportunities for graduate and postgraduate public personnel.

To enable the continuity of the satisfaction of the young personnel with working conditions and to increase the level of job satisfaction in all age groups, institutional management can provide an opportunity to advance and have freedom using their own judgement when a work is assigned to all personnel. Taking opinions of public personnel for the job, making decisions together, and implementing these decisions are important for job satisfaction and work efficiency. Increasing the ability of managers to manage more effectively and make decisions about their subordinates will also increase the job satisfaction level of employees.

The findings are representative for public institutions within the scope of the research and can't be generalized on behalf of all public personnel. It is thought to be useful that the relationship of job satisfaction with other organizational factors (organizational commitment, work productivity, turnover intention, cyberloafing etc.) is searched in the broader sample of public personnel working in agriculture services.

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Table 1. Demographic characteristics and job satisfaction score mean of public personnel

Demographic features	Gender		Age				Marital status		Level of education				Term of employment (years)					Place of employment			Item score mean (M)
	Female	Male	30 <=	31-40	41-50	51 >=	Married	Single	High school	Associate degree	Graduate	Postgraduate	5 <=	6-10	11- 15	16-20	21 >=	Satihli	Sargöl	Alaşehir	
Frequency (F)	36	74	13	58	23	16	86	24	10	20	63	17	23	35	14	9	29	59	20	31	
Mean rank (M)																					
Survey questions																					
1. Being able to keep busy all the time.	57,00	54,77	67,27	52,16	55,17	58,50	55,17	56,69	62,10	66,93	53,60	45,21	59,33	53,00	53,00	52,22	57,71	60,06	52,70	48,63	3.97
2. The chance to work alone on the job.	46,61	59,82	76,77	53,38	41,54	65,97	53,80	61,60	69,35	59,40	52,42	54,18	65,24	49,57	49,18	58,61	57,02	54,02	65,15	52,10	3.51
3. The chance to do different things from time to time.	54,17	56,15	74,85	51,07	48,20	66,34	53,59	62,35	68,05	53,33	54,17	55,59	67,02	49,66	53,79	52,61	55,14	58,18	51,33	53,10	3.70
4. The chance to be “somebody” in the community.	55,86	55,32	53,69	56,14	52,43	59,06	55,69	54,83	62,40	56,70	53,35	58,00	50,87	60,01	58,14	48,89	54,50	54,53	55,20	57,53	3.71
5. The way my boss handles his/her workers.	48,10	59,10	56,46	55,09	49,35	65,06	53,66	62,10	78,50	57,53	50,11	59,56	61,67	49,87	59,21	39,72	60,50	54,47	63,30	52,44	3.59
6. The competence of my supervisor in making decisions.	49,86	58,24	56,35	54,02	53,46	63,13	52,91	64,79	77,30	61,40	50,71	53,50	60,54	48,87	62,64	43,17	59,88	56,75	60,20	50,08	3.69
7 .Being able to do things that don’t go against my conscience.	49,89	58,23	54,85	56,40	52,93	56,47	54,13	60,40	66,70	62,95	50,10	60,18	60,17	53,51	56,39	42,89	57,67	56,06	62,45	49,95	3.75
8.The way my job provides for steady employment.	52,83	56,80	64,23	53,23	53,20	59,88	54,16	60,31	57,50	58,73	52,25	62,59	57,78	52,69	56,54	49,17	58,55	55,34	59,08	53,50	4.07
9. The chance to do things for other people	54,88	55,8	61,31	53,22	59,39	53,44	55,80	54,44	64,70	62,68	52,33	53,38	61,15	54,29	54,71	45,83	55,86	53,76	58,35	56,97	4.03
10. The chance to tell people what to do	54,36	56,05	68,65	54,72	55,28	47,94	54,35	59,60	51,25	54,65	55,51	58,97	70,87	54,46	56,71	40,61	48,60	55,78	60,23	51,92	3.64
11. The chance to do something that makes use of my abilities	54,53	55,97	56,65	56,52	52,11	55,75	54,62	58,67	57,00	54,35	56,36	52,79	56,50	55,41	59,93	61,94	50,67	56,06	57,40	53,21	3.94
12. The way company policies are put into practice	56,14	55,19	63,73	55,31	51,67	55,00	53,65	62,13	70,60	61,00	54,28	44,68	59,98	51,41	58,79	59,72	53,98	57,50	59,35	49,21	3.56
13. My pay and the amount of work I do.	51,88	57,26	59,69	56,46	47,63	59,94	58,11	46,15	60,30	50,08	59,62	43,79	57,37	55,31	54,93	64,72	51,66	60,77	46,95	50,98	3.73
14. The chances for advancement on this job.	45,08	60,57	49,42	53,48	51,54	73,44	55,42	55,79	82,40	59,05	50,15	55,32	58,93	48,87	49,00	60,28	62,43	55,60	53,50	56,60	2.98
15. The freedom to use my own judgment.	47,88	59,21	56,12	57,85	41,02	67,28	53,72	61,88	74,65	53,28	53,09	55,79	60,63	52,04	53,36	52,78	57,48	60,62	53,98	46,74	3.39
16. The chance to try my own methods of doing the job.	53,83	56,31	56,50	55,16	50,52	63,06	52,96	64,60	69,90	50,55	53,72	59,44	60,35	54,29	55,54	51,56	54,33	55,64	60,10	52,26	3.64
17. The working conditions.	49,29	58,52	73,46	52,92	46,04	63,84	57,56	48,10	67,70	56,93	54,38	50,79	60,83	50,43	59,36	55,22	55,62	59,58	55,23	47,90	3.59
18. The way my co-workers get along with each other.	58,28	54,15	63,81	54,84	49,50	59,75	54,16	60,29	62,25	66,03	53,92	45,00	56,48	57,97	52,29	42,89	57,21	53,42	55,40	59,53	3.68
19. The praise I get for doing a good job.	50,53	57,92	58,23	51,54	50,83	74,34	54,62	58,67	67,65	56,55	54,48	50,88	59,26	49,54	58,79	54,50	58,43	59,65	41,38	56,71	3.40
20. The feeling of accomplishment I get from the job.	52,94	56,74	55,35	55,37	51,57	61,75	53,36	63,17	59,40	66,90	52,65	50,35	57,98	58,17	46,71	48,17	56,83	60,05	52,00	49,10	3.89
General mean rank of job satisfaction	48,68	58,82	66,27	52,12	49,07	68,25	53,41	63,00	78,25	64,40	50,62	49,74	62,83	48,83	58,00	46,50	59,33	57,50	59,05	49,05	
General mean of job satisfaction (M) and Std. Deviation (Sd)	M 3.67 Sd .535																				

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