

Fair companies, satisfied seafarers: The mediating role of stress on board

Leon Sić (leon.sic98@gmail.com)

Department of Psychology, University of Zadar, Croatia

Marko Galić (galaxymarko1912@gmail.com)

Department of Psychology, University of Zadar, Croatia

Ana Slišković (aslavic@unizd.hr)

Department of Psychology, University of Zadar, Croatia

Abstract

The maritime profession is characterised by high demands and stressors, which, according to previous studies, may lead to low levels of job satisfaction, and consequently reflect on health and safety. The goal of this research is to investigate the role of emotional intelligence and justice in the organisational context in explaining job satisfaction, as well as the role of stress on board in mediating the relationship between the examined predictors and job satisfaction. This research included seafarers from the Republic of Croatia (N=177), and the online questionnaire consisted of the Emotional Intelligence Questionnaire, the Stress on Board Scale, the Justice in the Organisational Context and the Job Satisfaction Scale. Higher levels of emotional intelligence directly contribute to higher levels of job satisfaction, whereas higher levels of organisational justice directly contribute to higher levels of job satisfaction, but also indirectly through lower levels of stress on the job. This study's findings not only add to our understanding of seafarers' job satisfaction, but also have important practical implications for shipping companies.

Keywords: *seafaring; organisational justice; emotional intelligence; stress on board; job satisfaction*

Introduction

According to UNCTAD (2021), seafaring is one of the most important professions today, as more than 80% of the world's goods are transported by sea. This occupation is characterised by stressors that are not comparable to land-based occupations (Oldenburg et al., 2009). Occupational stress in seafaring (Slišković, 2017) is seen as a process in which the perception of stressors may lead to short-term reactions and long-term consequences, whereby

individual, organisational and contextual characteristics may moderate and/or mediate this process. Stressors on board can be classified into three categories: psychosocial, environmental and work-related stressors (Comperatore et al., 2005). Long-term separation from home and family is referred to as a psychosocial stressor (Carotenuto et al., 2012), and the separation typically lasts at least six months (Alderton et al., 2004). Environmental stressors include noise, bad weather and constant ship movement, all of which negatively affect the quality of sleep and

leisure time for seafarers (Oldenburg et al., 2010), and heat is an additional environmental stressor for the engine department on board (Oldenburg et al., 2009). Work stressors include the nature of work, such as high demands, the degree of control over the work, peer and company support, and interpersonal interactions (Iversen, 2012).

Since this paper deals with emotional intelligence and organisational justice as possible and rarely studied antecedents of seafarers' job satisfaction, which is considered an important outcome of stress, the following text briefly defines the used constructs.

Salovey and Mayer (1990) define emotional intelligence in terms of four levels: the lowest level is the ability to perceive and evaluate emotions and their expression; the next level is the ability to process emotional experiences into thoughts; the third level is the ability to understand and reflect on emotions, and the highest level is the ability to self-regulate emotions. Bar-On's (2006) emotional intelligence model addresses stress as one of the factors of this model, and other authors agree that people with higher emotional intelligence experience less stress (Pau & Crocher, 2003). Previous studies on samples outside of seafaring have found a positive relationship between emotional intelligence and perceived organisational justice (Ouyang et al., 2015; Zhu et al., 2015).

Justice in the organisational context is a predictor of several work outcomes, including responsible work behaviour, better work performance, and less frequent conflict and unproductive behaviour (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Penezić et al., 2013). The literature distinguishes three types of justice in the organisational context: distributive, procedural and interactional. According to DeConick and Stilwell (2004), distributive justice refers to workers' assessment of the fairness of outcomes concerning investments. The investments may include education, seniority or some intangible personal characteristics of an individual, while the outcomes are usually expressed in monetary compensation or rewards (Baldwin, 2006). Procedural justice is defined as the perception of fairness of procedures in determining out-

comes (Fortin, 2008), and higher perceptions of procedural justice are associated with higher levels of loyalty to the organisation, behaviours focused on organisational well-being, and higher levels of satisfaction with the manager (Cropanzano et al., 2007; DeConick & Stilwell, 2004). The latest concept of organisational justice is called interactional justice (Bies & Moag, 1986), and it emphasises the value of good communication between supervisors and subordinates through courtesy, honesty and respect (Cohen-Charash & Spector, 2001). According to Jakopec and Sušanj (2014), there are two main sources of justice in the organisational context: managerial fairness and organisational fairness. The former refers to the direct fairness of the manager with whom the employee frequently interacts and whose decisions directly affect the employee, while the latter refers to the fairness of the employer's workplace as a whole, which affects the culture of the organisation (Cropanzano & Prehar, 2001). Results on samples of managers (Suh & Hijal-Moghrabi, 2021) and police officers (Nalla et al., 2021) suggest that organisational fairness contributes to higher job satisfaction.

Job satisfaction is a commonly researched construct in the workplace, and it can be defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Locke, 1976, p. 1304). Sulpice (2011) emphasises that seafarers' job satisfaction can be influenced by better working conditions and more efficient cargo handling processes, resulting in less time spent in port (Fenstad et al., 2016).

Many studies have found that the previously described constructs are interrelated, with stress being associated with higher job dissatisfaction (Xie et al., 2021), emotional intelligence being negatively associated with stress (Jung et al., 2019; Lea et al., 2019) and positively associated with job satisfaction (Suleman et al., 2020), fairness in the organisational context being associated with higher job satisfaction (Hao et al., 2016) and lower shipboard stress (Sić, 2021). Given the importance of the constructs above, this study aims to examine the mediating role of stress on board in the relationship between the predictors examined and job

satisfaction. According to previous research, it was hypothesised that higher emotional intelligence would directly contribute to higher job satisfaction. Also, it was expected that higher perceived justice in an organisational context would lead to higher job satisfaction. Finally, it was expected that stress on board would mediate the relationship between emotional intelligence and justice in an organisational context on one side, and job satisfaction on the other.

Method

Participants

The convenient sample consisted of 177 Croatian seafarers (4.5 % females) on board for at least seven days in the period during which the research was conducted. Their age ranged between 21 and 65 years ($M=35.64$ years, $SD=10.22$ years), and their mean job experience in seafaring was 10.97 years ($SD=9.10$ years). Most participants reported working on cargo ships (62.1%) and multinational crews (91.5%). Deck officers were the most frequent job post in our sample (45.20%), followed by engine officers (15.25%), electricians (9.04%), engine commanders (8.47%) and cadets (8.47%). Regarding participants' marital status, most of them are married (51.41%), followed by those living together with a partner (24.86%) and singles (20.34%), while the fewest are those who are widowed or divorced (3.39%). There are slightly more participants who have children (53.11%), and almost all of them have one or two children (90.11%)

Measures

Participants completed the following measures: Emotional Intelligence Questionnaire (Takšić, 2002), the Stress on Board Scale (Slišković & Penzezić, 2017), the Justice in the Organisational Context Scale (Jakopec & Sušanj, 2014) and the Job Satisfaction Scale (Judge & Klinger, 2008). The Justice in the Organisational Context Scale (Jakopec & Sušanj,

2014) assessed how participants perceived justice by the superior (ship-commander) and work organisation. All of the used measures showed good reliability (Table 1).

Procedure

The study was conducted from March to May 2021 in the online form, and informed consent was obtained before filling in the questionnaires.

Results

Table 1 shows the descriptive parameters of the observed variables.

Table 1. Descriptive parameters of the observed variables ($N = 177$)

| Variable | <i>M</i> | <i>SD</i> | <i>Min.</i> | <i>Max.</i> | α |
|---------------------------------------|----------|-----------|-------------|-------------|----------|
| Stress on board | 3.55 | 0.65 | 1.19 | 4.94 | .87 |
| Emotional intelligence | 3.86 | 0.50 | 2.20 | 5.00 | .86 |
| Justice in the organisational context | 3.31 | 0.92 | 1.00 | 5.00 | .98 |
| Job satisfaction | 4.74 | 1.32 | 1.00 | 7.00 | .87 |

The mean values of the observed variables are relatively high, considering the theoretical mean values (Table 1).

Table 2 shows the correlation matrix of the observed variables

Table 2. The correlation matrix of the observed variables ($N = 177$)

| Variable | 1. | 2. | 3. |
|--|--------|-------|-------|
| 1. Stress on board | 1 | | |
| 2. Emotional intelligence | -.22** | 1 | |
| 3. Justice in the organisational context | -.35** | .39** | 1 |
| 4. Job satisfaction | -.39** | .42** | .58** |

Note. ** $p < .01$

Stress on board is negatively correlated with emotional intelligence, justice in the organisational context and job satisfaction. Emotional intelligence is positively correlated with justice in the organi-

sational context and job satisfaction, while job satisfaction is positively correlated with justice in the organisational context.

Table 3 shows the results of the path analysis for justice in the organisational context and emotional intelligence as predictor variables, stress on board as a mediator variable and job satisfaction as a criterion variable.

Table 3. The results of the path analysis for justice in the organisational context and emotional intelligence as predictor variables, stress on board as a mediator variable and job satisfaction as a criterion variable ($N = 177$)

| Effect | β | SE |
|--|---------|------|
| Justice in the organisational context → Job satisfaction | .423 | .059 |
| Justice in the organisational context → Stress on board | -.350 | .075 |
| Stress on board → Job Satisfaction | -.201 | .070 |
| Emotional intelligence → Job Satisfaction | .210 | .057 |

Higher levels of justice in the organisational context directly contributed to higher levels of job satisfaction. Furthermore, a higher level of justice in the organisational context indirectly contributed to higher levels of job satisfaction through lower levels of stress on board. Higher levels of emotional intelligence directly contribute to higher levels of job satisfaction. It was decided to accept the proposed model since all the parameters used to evaluate the proposed model fit were good ($\chi^2/df=1.698$; $TLI=.970$; $CFI=.995$; $RMSEA=.063$; $SRMR=.027$), according to values proposed by Hu and Bentler (1999).

Discussion

This study aimed to examine the mediating role of stress on board between emotional intelligence and justice in the organisational context as predictors of job satisfaction, thus expanding our understanding of seafarers' job satisfaction. The results of the analyses do not entirely support the hypotheses. Lower stress on board mediates the relationship between higher perceived organisa-

tional justice and higher job satisfaction, but not the relationship between emotional intelligence and job satisfaction. Higher perceived justice in the organisational context contributes to higher job satisfaction both directly and indirectly through lower stress on board, whereas higher levels of emotional intelligence contribute directly to higher job satisfaction.

In order to gain a better understanding of the significance of these findings, it is essential to consider the context of seafarers' work environment, long-term separation from family, high work demands and low control over work (Comperatore et al., 2005). Therefore, our finding that higher emotional intelligence directly contributes to greater job satisfaction is in line with the existing literature on the importance of emotional intelligence in the context of job satisfaction in employed population (Ignat & Clipa, 2012; Miao et al., 2017; Rezvani et al., 2016). Although the relationship between emotional intelligence and job satisfaction has not been explored in a sample of seafarers, Kafetsios and Zampetakis (2008) found that the two variables positively correlate in a study among teachers. Emotional intelligence can have a mitigating effect on all aspects of the work environment that would otherwise lead to job dissatisfaction, as previous research and the results of this study on the relationship between these two constructs indicate.

Regardless of the amount of salary bonuses or promotion awarding, workers want to feel they are treated fairly in the workplace. However, if unfairness occurs, it can act as a stressor (Pérez-Rodríguez et al., 2019). According to Lambert et al. (2007), only distributive justice correlates with workplace stress, suggesting that the relationship between justice and stress is not as straightforward as previously thought. This relationship can be explained by the subjective evaluation of the work done by individuals and their colleagues, or by the reciprocity of investments and rewards in the workplace. As a result, there may be increased stress levels in the case of unfair outcomes.

Procedural fairness, one of the components of organisational fairness, can be used to explain the

direct relationship between fairness in the workplace and job satisfaction. The economic aspect of the job is one of the most critical sources of seafarer satisfaction (Slišković & Penezić, 2015), and promotion to a higher rank is usually associated with a significant salary increase. The study's results suggest that the perception of fairness will play an essential role both in job satisfaction and stress levels. This could be explained by the importance of procedural justice, which emphasises both the process of establishing distributive justice and the importance of the reciprocal distribution of resources. Moreover, according to Chebat and Slusarczyk's (2005) study, fair interactional treatment of employees is associated with the expression of more positive emotions. Future research should think about incorporating different sources and aspects of organizational justice because one limitation of this study is that it only focused on a general measure of it.

The most significant finding of this study is the mediating role of stress on board. This finding suggests the perception of justice may be explained as a buffer for diminishing on board stress, and lower stress significantly increases job satisfaction. These results are important since, according to Judge et al. (2020), job satisfaction reflects on various outcomes such as efficiency, job performance, deviance and absenteeism.

The practical implications refer to strengthening seafarers' resources, such as emotional intelligence. According to Lim and Lau (2021), various interventions and workshops can improve emotional intelligence. It is the responsibility of organisations and ship commanders to treat seafarers fairly, which helps in reducing job stress and increasing job satisfaction. According to Jones and Skarlicki (2012), the perception of fairness can be changed, which can have a positive impact on the two observed outcome variables. Finally, these findings underscore the importance of raising awareness of potential stressors and reducing their impact, even though changing the work environment on a ship is challenging. Given the unique nature of seafarers' work, it is critical to provide stress management interventions in addition to

improving working conditions.

Some of the study's limitations are related to the sample, which is not representative, and most of the participants are officers. Since most of them are seafarers working for foreign companies, Croatian shipping companies are also not adequately represented. Moreover, the high scores of emotional intelligence and job satisfaction among seafarers can be attributed to self-assessment bias (Rosenman et al., 2011), where people tend to overestimate their abilities, which may also be a limitation, given that the measures used in this study are self-report measures. Since longitudinal studies have found an increase in job satisfaction with age and changes in work organisations (Dobrow Riza et al., 2016), a possible limitation of this study is the use of only one measurement point. Moreover, the cross-sectional study design does not allow for making causality conclusions about the examined relationships between constructs. In addition to the limitations already mentioned, this study only focused on a general measure of organisational justice; future research should consider incorporating various sources and aspects of organisational justice.

Despite limitations, this study contributes to our understanding of seafarers' lives by focusing on workplace issues such as organisational justice and stress on board. Companies are responsible for improving living and working conditions on board, which may lead to a better quality of board environment. Moreover, companies should invest in interventions that would improve seafarers' emotional intelligence. Potential changes in this industry should influence attitudes toward seafarers and reduce stress on board, leading to more satisfied workers and a higher-quality workforce.

Acknowledgements

The authors thank all the seafarers who participated in this study, and all the organisations, associations and individuals who helped with the advertisement of the study. The study was conducted without any source of funding.

References

- Alderton, T., Bloor, M., Kahveci, E., Lane, T., Sampson, H., Thomas, M., Winchester, N., Wu, B., & Zhao, M. (2004). *The global seafarer: Living and working conditions in a globalized industry*. Geneva: International Labour Organization
- Baldwin, S. (2006). *Organisational justice*. Brighton: Institute of employment studies.
- Bar-On, R. (2006). The Bar-On model of emotional-social intelligence (ESI). *Psicothema*, *18*, 13-25.
- Bies, R. J., & Moag, J. F. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard, & M. H. Bazerman (Eds.), *Research on negotiations in organizations*. JAI Press.
- Carotenuto, A., Molino, I., Fasanaro, A. M., & Amenta, F. (2012). Psychological stress in seafarers: a review. *International Maritime Health*, *63*(4), 188-194. <https://pubmed.ncbi.nlm.nih.gov/24595974/>
- Chebat, J.-C., & Slusarczyk, W. (2005). How emotions mediate the effects of perceived justice on loyalty in service recovery situations: an empirical study. *Journal of Business Research*, *58*(5), 664-673. <https://doi.org/10.1016/j.jbusres.2003.09.005>
- Cohen-Charash, Y., & Spector, P. E. (2001). The Role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, *86*(2), 278-321. <https://doi.org/10.1006/obhd.2001.2958>
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, *86*(3), 425-445. <https://doi.org/10.1037/0021-9010.86.3.425>
- Comperatore, C. A., Rivera, P. K., & Kingsley, L. (2005). Enduring the shipboard stressor complex: a systems approach. *Aviation, Space, and Environmental Medicine*, *76*(6 Suppl), B108-118. <https://pubmed.ncbi.nlm.nih.gov/15943203/>
- Cropanzano, R., & Prehar, C. A. (2001). Emerging justice concerns in an era of changing psychological contracts. In R. Cropanzano (Ed.), *Justice in the workplace: From theory to practice* (pp. 245-269). Lawrence Erlbaum Associates Publishers.
- Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The Management of Organizational Justice. *Academy of Management Perspectives*, *21*(4), 34-48. <https://doi.org/10.5465/amp.2007.27895338>
- DeConinck, J. B., & Stilwell, C. Dean. (2004). Incorporating organizational justice, role states, pay satisfaction and supervisor satisfaction in a model of turnover intentions. *Journal of Business Research*, *57*(3), 225-231. [https://doi.org/10.1016/s0148-2963\(02\)00289-8](https://doi.org/10.1016/s0148-2963(02)00289-8)
- Dobrow Riza, S., Ganzach, Y., & Liu, Y. (2016). Time and job satisfaction: A longitudinal study of the differential roles of age and tenure. *Journal of Management*, *44*(7), 2558-2579. <https://doi.org/10.1177/0149206315624962>
- Fenstad, J., Dahl, Ø., & Kongsvik, T. (2016). Shipboard safety: Exploring organizational and regulatory factors. *Maritime Policy & Management*, *43*(5), 552-568. <https://doi.org/10.1080/03088839.2016.1154993>
- Fortin, M. (2008). Perspectives on organizational justice: Concept clarification, social context integration, time and links with morality. *International Journal of Management Reviews*, *10*(2), 93-126. <https://doi.org/10.1111/j.1468-2370.2008.00231.x>
- Greenberg, J. (1987). A Taxonomy of organizational justice theories. *The Academy of Management Review*, *12*(1), 9. <https://doi.org/10.2307/257990>
- Hao, Y., Hao, J., & Wang, X. (2016). The relationship between organizational justice and job satisfaction. *Journal of Chinese Human Resources Management*, *7*(2), 115-128. <https://doi.org/10.1108/jchrm-07-2016-0012>
- Ignat, A. A., & Clipa, O. (2012). Teachers' satisfaction with life, job satisfaction and their emotional intelligence. *Procedia - Social and Behavioral Sciences*, *33*, 498-502. <https://doi.org/10.1016/j.sbspro.2012.01.171>
- Iversen, R. T. B. (2012). The mental health of sea-

- farers. *International Maritime Health*, 63(2), 78–89.
- Jakopec, A., & Sušan, Z. (2014). Verifying the Dimensionality of Justice Construct in Organizational Context. *Psychological Topics*, 23(2), 305–325.
- Jones, D. A., & Skarlicki, D. P. (2012). How perceptions of fairness can change. *Organizational Psychology Review*, 3(2), 138–160. <https://doi.org/10.1177/2041386612461665>
- Judge, T. A., Zhang, S. C., & Glerum, D. R. (2020). Job satisfaction. In V. I. Sessa & N. A. Bowling (Eds.), *Essentials of job attitudes and other workplace psychological constructs*. Routledge.
- Jung, Y.-H., Shin, N. Y., Jang, J. H., Lee, W. J., Lee, D., Choi, Y., Choi, S.-H., & Kang, D.-H. (2019). Relationships among stress, emotional intelligence, cognitive intelligence, and cytokines. *Medicine*, 98(18), e15345. <https://doi.org/10.1097/md.00000000000015345>
- Kafetsios, K., & Zampetakis, L. A. (2008). Emotional intelligence and job satisfaction: Testing the mediatory role of positive and negative affect at work. *Personality and Individual Differences*, 44(3), 712–722. <https://doi.org/10.1016/j.paid.2007.10.004>
- Lambert, E. G., Hogan, N. L., & Griffin, M. L. (2007). The impact of distributive and procedural justice on correctional staff job stress, job satisfaction, and organizational commitment. *Journal of Criminal Justice*, 35(6), 644–656. <https://doi.org/10.1016/j.jcrimjus.2007.09.001>
- Lea, R. G., Davis, S. K., Mahoney, B., & Qualter, P. (2019). Does emotional intelligence buffer the effects of acute stress? A systematic review. *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.00810>
- Lim, M. D., & Lau, M. C. (2021). Can we “brain-train” emotional intelligence? A narrative review on the features and approaches used in ability EI training studies. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.569749>
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1343). Rand McNally.
- Miao, C., Humphrey, R. H., & Qian, S. (2017). A meta-analysis of emotional intelligence effects on job satisfaction mediated by job resources, and a test of moderators. *Personality and Individual Differences*, 116, 281–288. <https://doi.org/10.1016/j.paid.2017.04.031>
- Nalla, M. K., Akhtar, S., & Lambert, E. (2021). Perceived fairness of transfers and job satisfaction among police officers. *Policing: An International Journal*, 44(1), 161–174. <https://doi.org/10.1108/pijpsm-04-2020-0061>
- Oldenburg, M., Baur, X., & Schlaich, C. (2010). Occupational Risks and Challenges of Seafaring. *Journal of Occupational Health*, 52(5), 249–256. <https://doi.org/10.1539/joh.k10004>
- Oldenburg, M., Jensen, H.-J., Latza, U., & Baur, X. (2009). Seafaring stressors aboard merchant and passenger ships. *International Journal of Public Health*, 54(2), 96–105. <https://doi.org/10.1007/s00038-009-7067-z>
- Ouyang, Z., Sang, J., Li, P., & Peng, J. (2015). Organizational justice and job insecurity as mediators of the effect of emotional intelligence on job satisfaction: A study from China. *Personality and Individual Differences*, 76, 147–152. <https://doi.org/10.1016/j.paid.2014.12.004>
- Pau, A. K. H., & Croucher, R. (2003). Emotional Intelligence and Perceived Stress in Dental Undergraduates. *Journal of Dental Education*, 67(9), 1023–1028. <https://doi.org/10.1002/j.0022-0337.2003.67.9.tb03685.x>
- Penezić, Z., Rak, I., & Slišković, A. (2013). Organizational citizenship behavior: Verification of a construct on a Croatian sample. *Društvena istraživanja*, 22(1), 121–141. <https://doi.org/10.5559/di.22.1.07>
- Pérez-Rodríguez, V., Topa, G., & Beléndez, M. (2019). Organizational justice and work stress: The mediating role of negative, but not positive, emotions. *Personality and Individual Differences*, 151, 109392. <https://doi.org/10.1016/j.paid.2019.04.047>
- Rezvani, A., Chang, A., Wiewiora, A., Ashkanasy, N. M., Jordan, P. J., & Zolin, R. (2016). Manager emotional intelligence and project success: The mediating role of job satisfaction and trust. *International Journal of Project Management*,

- 34(7), 1112–1122. <https://doi.org/10.1016/j.ijproman.2016.05.012>
- Rosenman, R., Tennekoon, V., & Hill, L. G. (2011). Measuring bias in self-reported data. *International Journal of Behavioural and Healthcare Research*, 2(4), 320. <https://doi.org/10.1504/ijbhr.2011.043414>
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), 185–211. <https://doi.org/10.2190/dugg-p24e-52wk-6cdg>
- Sić, L. (2021). *The role of emotional intelligence and justice in the organizational context in explaining the experience of stress among seafarers*. Unpublished Bachelor Thesis. University of Zadar. <https://repozitorij.unizd.hr/islandora/object/unizd%3A5835/datastream/PDF/view>
- Slišković, A. (2017). Occupational stress in seafaring. In: M. MacLachlan (Ed.), *Maritime psychology*. Springer.
- Slišković, A., & Penezić, Z. (2015). Descriptive study of job satisfaction and job dissatisfaction in a sample of Croatian seafarers. *International Maritime Health*, 66(2), 97–105. <https://doi.org/10.5603/imh.2015.0023>
- Slišković, A., & Penezić, Z. (2017). Lifestyle factors in Croatian seafarers as relating to health and stress on board. *Work*, 56(3), 371–380. <https://doi.org/10.3233/wor-172501>
- Suh, J., & Hijal-Moghrabi, I. (2021). The Effects of Fairness on female managers' perception of career prospects and job satisfaction: A study across sectors. *International Journal of Public Administration*, 45, 1–14. <https://doi.org/10.1080/01900692.2021.1876728>
- Suleman, Q., Syed, M. A., Mahmood, Z., & Hussain, I. (2020). Correlating emotional intelligence with job satisfaction: Evidence from a cross-sectional study among secondary school heads in Khyber Pakhtunkhwa, Pakistan. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.00240>
- Sulpice, G. (2011). *Study on EU seafarers employment*. European Commission. Directorate-General for Mobility and Transport. Directorate C – Maritime Transport.
- Takšić, V. (2002) Upitnici emocionalne inteligencije (kompetentnosti) UEK. In: K. Lacković-Grgin, A. Proroković, V. Čubela, & Penezić (Eds.), *Zbirka psihologijskih skala i upitnika*. University of Zadar.
- UNCTAD. (2021). *Review of maritime transport 2021*. United Nations.
- Xie, Y., Tian, J., Jiao, Y., Liu, Y., Yu, H., & Shi, L. (2021). The impact of work stress on job satisfaction and sleep quality for couriers in China: The role of psychological capital. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.730147>
- Zhu, Y., Liu, C., Guo, B., Zhao, L., & Lou, F. (2015). The impact of emotional intelligence on work engagement of registered nurses: the mediating role of organisational justice. *Journal of Clinical Nursing*, 24(15-16), 2115–2124. <https://doi.org/10.1111/jocn.12807>