

Job Satisfaction as an Innovative Approach to the Management - Case Study Czech Republic 2013 – 2017

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Abstract. The relationship between satisfaction and demographic and personal characteristics such as gender, age, education and occupation is examined in the presented study. In addition, the relationship concerning job satisfaction and some situation-al factors that are related with work such as organization size or ownership in the Czech Republic is also examined. Authors examined the job satisfaction in this study by the main determinants that are affecting job satisfaction and those are the pay, promotion, fringe benefits, continent rewards, supervision, operating conditions, co-workers, nature of work and communication. Authors concluded that the overall job satisfaction is relatively low in the Czech Republic, and job satisfaction levels did not change in the years that the survey was carried out (2013, 2015 and 2017). There were some differences in the level of satisfaction in individual determinants. When the level of satisfaction between the factors inspected changed in the context of investigations, the changes also happened in the context of the time. A question came up within the study and that was whether or not there are further factors that could possibly affect job satisfaction.

Keywords: Job Satisfaction, Determinants, Czech Republic, Human Resources.

1 Introduction

All organizations would function appropriately if they manage to connect and use material, information, finance and most importantly - human resources in a correct way.

Nowadays perhaps there is no one that doubts that human resources are the most valuable resource for organizations, as they are able to improve the performance of organizations and could affect its overall economic triumph.

Specific employees are representing human resources. Each worker is inherently specific, thus it is essential to consider what affects their performance.

An individuals' job performance is the result of their intellectual response to insights that are raised by in daily events. Human resources are considered as a component of every system and could significantly affect the system by *their abilities and skills, as well as their attitude and emotions*. Everyone evaluates the complexity of the work performed and consider the significance and values that it brings. Also they consider what role they have in a working group, and understand the level of qualifications they

have for teamwork in the team they are working with as well as the organization as a whole. This awareness is the foundation of their confidence and drives their emotional responses to the evolution of external events as well. Positive reactions makes them feel more satisfied, feel proud to belong to the team and also feel happier of meeting their own abilities. On the other hand, negative reactions are the basis for their feelings of dissatisfaction and frustration accompanied by anger at the causes of unfulfilled ambitions, and possibly the fear of the future and anxiety.

Job satisfaction is described in the classical definitions as a positive emotional response and lessons learned from the evaluation of one's work [18, 22]. The rate of job satisfaction contains both the internal and the external satisfaction [24]. Achievement, responsibility and recognition are typical features of the internal satisfaction; whereas the external satisfaction presents pays and other bonuses, relationships with coworkers and working conditions. Job performance is affected by job satisfaction and dissatisfaction could cause fluctuation, absenteeism, and eventually could bring associated costs [12]. Furthermore, job satisfaction and overall life satisfaction are associated [5, 7, 11, 26].

The relationship between satisfaction and demographic and personal characteristics such as gender, age, education and occupation is examined in the presented study. In addition the relationship concerning job satisfaction and some situation-al factors that are related with work such as organization size or ownership in the Czech Republic is also examined.

2 Literature Review

For several decades Job satisfaction has been the focus of studies of organizational behavior. Many companies want to inspect the job satisfaction in relation with their activities to improve the area of management and specifically human resource management. In general, theories that are devoted to job satisfaction and also tools for measuring job satisfaction were developed in Western countries. Leading researches in the study of job satisfaction were conducted in the US and Western Europe; nonetheless, it is not possible to use these models directly to analyze organizational behavior in the Czech Republic. There is no doubt that the globalization of business and the growth of international companies necessitate a more profound understanding of organizational behavior in different cultures around the world. In the Czech Republic there are only a few studies regarding this matter (e.g. [20]).

Some studies have been conducted in Western cultures in recent decades. There are some studies conducted in Taiwan [25], China [15, 17], Russia [16], and the Middle East [1]. There is very low awareness of job satisfaction and factors that influence it in the post-communist countries, including the Czech Republic. The studies on organizational behavior carried out by the countries of Central and Eastern Europe show that some of the changes of contemporary socio-economic developments of these countries are very specific and different from those in western or east-ern countries. Furthermore, living under the communist regime have had long-term implications for the values and beliefs of the citizens [10].

There are only a few studies on small samples that are published in these countries, and are mostly focused on designated professions as follows: Bulgaria - specialists in public relations [14]; Czech Republic – nurses [8], teachers [31]; Estonia - hospital staff [13]; Lithuania – managers [2], dentists [23]; Poland – sellers [4]; Slovenia – nurses [19]. The survey indicates that the choice of professions is not typical, the health sector has been receiving a lot attention.

The first data on job satisfaction in the Czech Republic has been known since the International Social Survey Programme (ISSP), which also included a module focused on job orientation. Quite a few studies were published from these data [27, 29]. According to the data, the job satisfaction level in the countries of Central and Eastern Europe has been quite low in comparison with the western and northern countries in Europe. Hungary, Slovenia, Bulgaria and the Czech Republic are four states in Central and Eastern Europe among the eight states with the lowest job satisfaction. A repeated survey in 2005 indicated that the job satisfaction rate in the Czech Republic is still one of the lowest (see <http://www.issp.org>). Other published studies have confirmed these facts as well [3, 6].

3 Research's Objective and Methodology

The aim of this study is to analyze the relationship between satisfaction and demographic and personal characteristics such as gender, age, education and occupation is examined in the presented study. In addition the relationship concerning job satisfaction and some situation-al factors that are related with work such as organization size or ownership in the Czech Republic is also examined.

In order to determine the level of job satisfaction a survey was performed in January and February 2013 and during the same months in 2015 and 2017. The survey was performed using questionnaires - "Job satisfaction survey" Czech version [28].

The questionnaire contained three sections; there were three demographic questions in the first part, and the second part included five questions on the characteristics of the organization (see Table 1).

The "Job satisfaction survey" Czech version [28] was included in the third part and consisted of 36 items. This part was the one used to measure the perception of the job satisfaction level. Subsequently, the following nine determinants influencing the job satisfaction level were derived from the questionnaire: the pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work and communication. These 36 items were rated respondents on a six-point scale ranging from strongly disagree (1) to completely agree (6).

Data was collected in co-operation with part-time university students because it was not possible to get a cross-sectional sample. These students work in various kinds of organizations located in at least three different regions of the Czech Republic.

In total 1950 respondents participated in this study in 2013, respectively 1547 and 1574 respondents in 2015 and 2017. However 174 questionnaires in 2013, 77 in 2015 and 98 in 2017 were excluded from the sample because of some errors and missing values. The age of respondents were 17-74 years in 2013 and 16 - 77 years in the same

period in 2015 and 2017; the average age was 36.3 years (SD = 10.80) in 2013, 36.19 years (SD = 10.70) in 2015 and 36.36 years (SD = 11.45) in 2017. Table 1 shows some other selected characteristics of the respondents.

Table 1. Selected characteristics of the surveyed sample. (customized processing).

<i>Item</i>	2013		2015		2017	
	<i>Percentage</i>	<i>Frequency</i>	<i>Percentage</i>	<i>Frequency</i>	<i>Percentage</i>	<i>Frequency</i>
<i>Gender</i>						
Males	42.9	762	42.1	619	45.7	675
Females	57.1	1014	57.9	851	54.3	801
<i>Age</i>						
Less than 30	32.4	576	32.4	476	35.6	525
30-40	35.2	625	34.7	510	29.2	431
41 and above	32.4	575	32.9	484	35.2	520
<i>Years of experience (tenure)</i>						
Less than 5 years	44.0	781	42.2	621	48.8	721
5-10 years	29.5	524	29.9	440	27.2	401
11-15 years	11.9	211	12.9	190	10.8	160
More than 15 years	14.6	260	14.9	219	13.1	194

Statistica 8 software was used to perform statistical analyzes for this study.

There were several limitations in this research, for example selection of respondents and demonstration of individual categories etc. Even though these limitations were present, the data provided some results that moved the knowledge of job satisfaction in the Czech Republic forward.

4 Study Results - Level of Job Satisfaction in The Czech Republic and its Determinants

The level of job satisfaction is shown Table 2 that was identified in surveys. The results of previous studies and in particular the fact that the level of job satisfaction in the Czech Republic is relatively low was confirmed by the survey.

It is evident in the results of the studies that the total level of job satisfaction was 3.73 in the first two surveys, and had slightly increased in 2017 to 3.74 (maximum possible value is 6).

Looking at the results from the individual selected characteristics perspective (see Table 2), we are able to say that men are happier with work, younger respondents, etc.

Slightly more striking differences could be seen between the characteristics of the Organization ownership. In the public / governmental organization the satisfaction level is lower than other types of organizations. According to the job level where the Manager/Supervisor Employee responsiveness we are able to see a higher degree of job satisfaction compared with employees in non-supervisory employee responsibility.

Table 2. The average level of job satisfaction according to the observed characteristics in 2013, 2015 and 2017. (customized processing)

Item	2013	2015	2017
<i>Gender</i>			
Males	3.79	3.78	3.82
Females	3.69	3.70	3.71
<i>Age</i>			
Less than 30	3.77	3.77	3.79
30-40	3.74	3.71	3.86
41 +	3.68	3.71	3.65
<i>Years of experience (tenure)</i>			
Less than 5 years	3.79	3.80	3.82
5-10 years	3.71	3.68	3.77
11-15 years	3.61	3.64	3.62
More than 15 years	3.70	3.73	3.65

The average values of the level of satisfaction of individual determinants or factors affecting job satisfaction is presented in Table 3. The determinants as mentioned before are: pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work and communication.

The impact of these determinants individually on total satisfaction has changed. Promotion, pay and operating conditions, and fringe benefits are determinants that reduce overall job satisfaction, as the average level of these determinants is lower than average of overall job satisfaction. In contrast, respondents are most satisfied with the supervision, co-workers, the nature of work and communication. The average satisfaction in these cases is higher than 4.00.

Table 3. The average values of the level of satisfaction of individual determinants of job satisfaction (2013, 2015 and 2017). (customized processing)

	<i>2013</i>	<i>2015</i>	<i>2017</i>
Pay	3.18	3.31	3.35
Promotion	2.96	3.04	3.06
Supervision	4.25	4.27	4.24
Fringe Benefits	3.42	3.48	3.51
Contingent rewards	3.45	3.53	3.56
Operating conditions	3.35	3.26	3.25
Co-workers	4.45	4.35	4.40
Nature of work	4.32	4.26	4.22
Communication	4.20	4.07	4.10
<i>Total satisfaction</i>	<i>3.73</i>	<i>3.73</i>	<i>3.74</i>

As shown in Table 3, the overall level of job satisfaction is almost the same (3.73 resp. 3.74), however a more detailed analysis reveals that:

- *The level of satisfaction between individual determinants is different* – Some determinants like promotion, pay, operating conditions and fringe benefits tend to decrease the overall level of job satisfaction since the average level of these determinants is lower than the average overall job satisfaction. Quite the reverse, the overall job satisfaction level is increased by other determinants like supervision, co-workers, nature of work and communication, were their average satisfaction rate is higher than 4.00.
- *There were slight changes over time for individual determinants* (the level of satisfaction was changing during the monitored period) - The overall job satisfaction investigations was changed in individual determinants; specifically, determinant like pay, fringe benefits and contingent rewards experienced some increase, and on the other hand determinants such as Operating conditions, Co-workers and Communication experienced had a decrease in the level of satisfaction.

5 Conclusions

In this study job satisfaction was examined with pay, promotion, supervision, fringe benefits, continent rewards, operating conditions, co-workers, nature of work and communication being considered as the main determinants influencing job satisfaction.

We found out that the overall in the Czech Republic is relatively low and it did not change in the surveyed years (2013, 2015 and 2017). Some differences in the level of satisfaction are apparent in individual determinants, these changes happened in the context of time when the level of satisfaction between the determinants inspected changed in the context of two of the investigations performed.

Are these factors the only things affecting job satisfaction? It is easy to answer this question without a detailed examination and the answer is definitely not, because people live in communities and these communities also affect them. One can almost say quite the opposite, that job satisfaction could be considered as one of the determinants of life satisfaction. Even though the overall life satisfaction, and satisfaction with job and family are often analyzed independently, but it is obvious that these areas are inter-linked; people who are happy in one of these areas of life, usually are satisfied in other areas [30]. As it is stated by Near [21], this can be understood in two ways: initially general psychological disposition toward pessimism/optimism, because the successes/problems in one area of life are reflected in the assessment of the other area. Here we are able to only mention the relationship among satisfaction with work and family. ISSP data approves that though not very strong, there is a connection between satisfaction with family and work (correlation coefficient 0.30 statistically significant at a level of 0.01). The ISSP data does not evidently conclude whether job satisfaction is the most important and is consequently reflected in the positive evaluation of family life, or it is quite the opposite and the satisfaction with family life is the most important and affects the perception of the work in a positive manner. Hamplová [9] states in her study that it is possible to indicate the power of influence by two independent regression models. In the first model satisfaction with family is considered as the independent variable and job satisfaction as the explanatory variable. In the second regression model, job satisfaction is considered as the response variable and satisfaction with family life as the explanatory variable. In the first model, where the independent variable is satisfaction with family and the explanatory variable is job satisfaction, if the assessment of family life worsened or improved by one point, the satisfaction with work would change accordingly by 0.36 points. In the second model, where the independent variable is the job satisfaction and explanatory variable is the satisfaction with family life, if attitude to work changed by one point, the evaluation of family life would change by 0.30 points. According to these findings the affects family life has on the work life are stronger than how work life reflects on family life.

In other studies, it would be suitable to widen the exploration of other determinants like satisfaction with family life, or to examine how job satisfaction could affect life satisfaction.

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