

# Employees Satisfaction Determines Their Performance

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**Abstract:** Performance is the ability to perform work tasks and is not only related to the knowledge and skills of an employee. Quality performance is influenced by technical and economic conditions. Job satisfaction is a key moment of a positive attitude towards task fulfillment. Satisfaction is related to motivation, work attitude and emotions play their part. Relationships between employees and employers are a major contributor to satisfaction. Employee satisfaction is growing proportionally to low unemployment, as employers struggle with the lack of employees expanding care for them. Job satisfaction is also the key to job happiness. The aim of the paper is to verify whether employees employed in the field of selected services are satisfied based on factors contributing to their job satisfaction. Is a wage a decisive factor for satisfaction? The presented information was obtained by collecting primary data. As a result, job satisfaction in the monitored area is not dependent only on income. Satisfaction with working life outweighs dissatisfaction. Employee loyalty is crucial for employers; it is in the interest of companies to retain their employees. Hiring new employees is very expensive. A survey of companies focused on employee satisfaction is a way how to combat fluctuation.

**Keywords:** job satisfaction; employee; performance; benefits

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## 1. Introduction

The problem of satisfaction is very intensively dealt with in specialized literature. There are numerous studies that map the area. A wide range of opinions of experts who are interested in this issue can be traced. Scientific approaches have emerged, they are the fundament of the theoretical basis and their practical implementation. People who are not exposed to undue stress at work, who do not feel tired, do not feel unnecessary, can work effectively. Feelings of satisfaction can be brought about by the meaningfulness of the work done, which meets the needs of employees, their wishes and goals. Managing interpersonal relationships in the workplace, working effectively on one's professional growth is a way how to achieve job satisfaction (Hannelore 2007). Overloading or boring work puts employees in stressful situations that, without the support of their superiors, create dissatisfaction and consequently lead to a decline in performance. Performance is measurable, there are a number of specific indicators (KPIs) by which performance can be quantified (Levičková and Mičková 2019). The indicator that is related to the level of work is labor productivity. There are many reasons for measuring performance, Marr (2006) has defined three basic areas that need to be monitored, reporting, strategic decision making and learning within the organization. The third of the pillars, which is a major contributor to performance, identifies the streamlining of the behavior of managers and employees. Work is a necessity to satisfy the basic physiological needs, but it also gives room for the employee to get recognition from the company. It gives him/her space for self-realization, can exercise their abilities, work can bring fulfillment of mission and life goal. Working through basic existential needs brings satisfaction of mental needs and can bring into a sense of self-realization (Maslow 1943).

In contrast to quantifiable performance, job satisfaction is an expression of subjective feelings in a particular environment and is related to an internal personality type. Personality traits, internal settings, affect personal and professional life. Each profession requires specific characteristics and abilities, others are for healthcare workers, the others will be for service positions that are subject to

review of the submitted paper. Properly selected employee personality in relation to the type of profession is important for work performance. It affects an overall job and employer satisfaction. The identification of a suitable personality for a particular position using suitable tools is solved by the so-called Big Five model, known as the Big Five, in detail by Barrick and Mount (1991). Using the model, five selected personality characteristics are searched for based on the linguistic opposite meanings of the five words. An open personality is open to new things, a team and knowledge. A counterpart is made up of people characterized by conservatism, they do not like to adapt to new procedures. The dimension of conscientiousness does not correspond to carefree, an extrovert is a communicative person, energetic active, social, opposite to closeness, withholding is typical for an introverted person. Emotionally stable employees are beneficial for their balance, optimism, unlike neuroticism leads employees to be moody and easy to get out of the way, they are unbalanced. In services, this factor is decisive for filling positions, as a satisfied customer affects the effectiveness of business activity. The job motivation and consequently the performance that brings the economic prosperity of the company grows with satisfaction. Satisfied employees also make their employer happy.

Job satisfaction is an indicator of job happiness. Perceived job satisfaction of the employees is a good indicator of job satisfaction measured by the index. Satisfaction with working life is linked to the quality of life in general. Research (Svobodová 2015) in the framework of a grant project supported by TA CR Changes in the quality of working life carried out by the Center for Public Opinion Research in cooperation with the Institute of Sociology of the ASCR analyzed in detail the quality of working life within a range of selected categories related to work-life happiness. Satisfaction with working life prevails over dissatisfaction, increasing with higher education, and specialists with higher responsibility. According to the data, on the other hand, it is lower in public, social and catering services. Job satisfaction as a subset of quality of life is linked to job satisfaction (Vinopal 2011). In his paper (Večerník 2006) Jiří Večerník focuses on the topic of satisfaction in the dimension of changes in the Czech society in connection with the accession to the European Union.

The paper will focus on the satisfaction of employees in services, specifically dealing with services in the field of gastronomy and hotel industry. Services are traditionally perceived as a field of activities that is demanding on the psyche of a person and therefore job satisfaction is a decisive element for the desired performance in this position. The quality of work with the client is decisive for the efficiency of a company, it participates in the creation of its profit. Although this field is characterized by high fluctuation and according to published statistics, lower wage evaluation in relation to average national values (CZSO 2019), it was found that satisfaction in this field prevails over dissatisfaction.

## **2. Methodology**

The questionnaire survey method was used on the theoretical basis to determine the level of satisfaction with the employment of employees in the field of selected services and to determine which factories are crucial for the feeling of satisfaction. The questionnaire survey addressed a total of 74 respondents within one week who provided relevant answers. They are practitioners who hold various positions in companies of selected services and increase their qualifications by studying at a university. The respondents have at least secondary education. They evaluated their satisfaction through a score scale from excellent to inadequate. Satisfaction at work was verified by choosing appropriately selected questions to provide information to evaluate the factors that are most important for the sense of job satisfaction. The aim was to verify whether satisfaction prevails over dissatisfaction. The output is to find out which attributes are essential for staying in employment that prevail. Output values are given both in absolute values and also by proportional representation within the monitored quantity. Although it is generally perceived by the company that income conditions are decisive for job satisfaction. This has not been confirmed by the survey conducted in the services addressed.

### 3. Results

Every activity a person carries out is either pleasant or unpleasant. Employee satisfaction and corporate loyalty are crucial for businesses. Investments in recruiting new staff represent high costs. Attention to employee satisfaction is a way for companies to find out what they like and what they do not like. The results of satisfaction in a particular field of activity are presented in the following overviews which are processed on the basis of a questionnaire survey.

**Table 1.** Representation of respondents, research data.

Field of activity	Men	Woman	Total
Hospitality	10	30	40
Hotel industry	10	24	34

Table 1 demonstrates that in the monitored services the representation of women, in hospitality account for 75 % and in the hotel industry for 71 %. It is true that women are always happier than men are, this means more outcomes with a potential probability are affected by them.

Table 2 shows employee satisfaction based on the situation at the workplace. The working climate is very important for work performance and satisfaction.

**Table 2.** Satisfaction rating according to selected criteria, research data.

Evaluation criterion	Rating scale				
	1	2	3	4	5
Job satisfaction	24	22	22	4	2
Relationship of the supervisor to you	32	26	10	4	2
Relationship of the employer to employees	22	26	18	4	4

The respondents rated satisfaction as excellent, very good, good, satisfactory and negative. From the above overview it is clear that satisfaction according to selected criteria outweighs dissatisfaction. Employers were slightly worse evaluated in relation to their employees, which can be reflected in the working atmosphere. Employees do not feel well if they are not sufficiently informed about important matters.

**Table 3.** Factors influencing job satisfaction, research data.

Satisfaction depends on	Number	%
Work team	50	68
Direct supervisor	4	5
Offered benefits	2	3
Higher wage evaluation	18	24

When asked which of the motives are most influenced by job satisfaction, good relationships in the team clearly prevail. Ineffective relationships between people are the reason for a change of a job. Evaluators, on the other hand, do not see in inappropriate relationships with the manager as decisive for staying in employment. An unsatisfactory working team that causes disagreements at the workplace would lead to change as it would cause dissatisfaction (CVVM, 2018). Similar results were presented by a survey conducted by the STEAM/MARK agency, where poor relationships between people would result in 16 % of employees changing jobs. Working alongside people with no good communication cannot work without a conflict for a long time. A good working atmosphere significantly exceeds the ranking of wages, 24 % of respondents. This is different from the surveys conducted by Grafton Recruitment finance (2019) among Czech employees in 2018. According to the survey, the change in employment does not depend only on the wage level, it is not only money. Wages would have to change significantly in order to become a key factor in thinking about changing jobs.

**Table 4.** Length of employment and age limit, research data.

<b>Length of employment</b>	<b>Number</b>	<b>Age limit</b>	<b>Number</b>
within one year	16	less than 26 years	36
1 – 5 years	44	26 – 35 years	24
5 and more years	14	36 – 45 years	8
		more than 45 years	6

The largest age group consists of employees less than 26 years of age, with the youngest generation accounting for 49 % of the total number of the respondents. At the same time, employees with five-year employment predominate, with a total of 60 % of the total sample. The reason for staying in the current job is due to a number of attributes, but a dissatisfied employee would not delay the search for a new employer. This indicator can be perceived as important in assessing job satisfaction. Following the fact that the youngest generation, who has a tendency to change jobs because of seeking new opportunities was mostly represented in the sample. We find out that the values found remain at the workplace with career advancement or higher remuneration, or that employees are simply satisfied with their work. Satisfaction increases with increasing age as the employee is already in a certain position. On the contrary, dissatisfaction brings fluctuations.

**Table 5.** Educational attainment and job position, research data.

<b>Highest education attainment</b>	<b>Number</b>	<b>Job position</b>	<b>Number</b>
Secondary school graduation	32	Top manager	4
Bachelor's education	42	Middle manager	18
		Line manager	14
		Ordinary employee	36
		Self-employed person	2

The questionnaire survey was carried out at the university; therefore, the trainees achieved at least full secondary education. Among the interviewed respondents ordinary employees prevail. For their career growth they realize that it is necessary to upgrade their qualifications, which is the reason for studying at university. Research carried out in the company confirms that higher education is a prerequisite for higher satisfaction; in more detail a survey of the Occupational Safety Research Institute (Svobodová 2015). Higher education opens the way to promotion, to higher positions, where work is more meaningful for employees and their job satisfaction is increasing in proportion to their willingness to participate in the creation of corporate values.

Job satisfaction is also related to motivational tools. They are presented by various forms of benefits. There are differences between employers according to the scope, types and amount of benefits provided. The following overview (Table 6) provides information on what benefits are offered to the interviewed employees and which they would welcome.

**Table 6.** Overview of offered and requested benefits, research data.

<b>Types of benefit</b>	<b>Number of employees</b>	
	<b>Provided</b>	<b>Required</b>
Education	42	26
Meal tickets	38	26
Mobile phone	38	18
Extra holiday	24	44
Health care	24	40
Contribution to language courses	24	48
Company car	22	30
Pension insurance	20	42
Clothing allowance	16	22

Contribution to cultural events	14	26
Higher salary	12	30
No benefit	16	0

Traditionally, education and catering allowances have the highest value. The popularity of these benefits is associated with tax benefits on the part of both employer and employee (Levičková and Mičková 2016). Due to the job position of the interviewees, the advantages associated with mobile phones and company cars are relatively represented. There is no more than one week of extra leave, contributions to language courses, but also savings for supplementary pension insurance. Employees would therefore like to welcome a longer holiday. Only 12 respondents would prefer a higher remuneration at the expense of the benefits provided, by far this does not show a priority value. Employees who are noticeably lacking many benefits, such as language courses, health care would also welcome an income increase. But even here it has not been confirmed that the real wage level is perceived as the ultimate criterion for the feeling of job satisfaction within the offered or required benefits as motivators to satisfaction and consequently to support work performance.

**Table 7.** Reasons to stay with your employer, research data.

<b>Reason</b>	<b>1</b>	<b>2</b>	<b>3</b>
Overall satisfaction	20	0	12
Work team	24	10	12
Company stability	12	2	0
Collecting experience	16	24	6
I do not like changes	2	2	4
Work satisfies me	6	18	6
Work is the source of my income	12	8	18

Table 7 presents what is the top priority for staying with the current employer. The interviewees were asked to choose three reasons with their ranking from one to three, that is to say, what is the highest, medium and lower priority to not change their current job. As can be seen, the highest value was reported by the work team, which exceeded overall satisfaction. Work as a source of income was rated grade three in eighteen cases, which again suggests that wages are not always a decisive criterion for finding a new job. Relatively high values occur when gaining experience. This corresponds to the age limit of the respondents, when it is assumed that young people want to know and try new job challenges and are ready to learn new things.

#### 4. Discussion

Wages are a strong motivator at work. Wages are a source of income and benefits in terms of scale, level and quality of satisfaction needs. In the Czech Republic, hospitality, hotels and restaurants (CZ-NACE 55-56) is expected to be far below the average in 2017. An average gross wage per head of the individual is CZK 16 704, balance CZK 14 820 for 2016. Since 2005 wages tend to grow with the national average wage above CZK 28 704 per natural person in 2017 (CZSO 2019). Visitors can use the lagging services, the sample of answers did not give rise to dissatisfaction which would mainly stem from the level of wages achieved. As for final conclusions it is necessary to take into account that we addressed employees in higher positions who would expect higher incomes for their work.

Recruiting a quality employee is the most difficult in the long term in technical fields, but also in information technology. Benefits in the form of benefits are currently perceived as a tool for creating stable work teams in the current state of unemployment. However, this is not about the many benefits, such as the ability to target employee satisfaction. According to surveys, companies that are well versed in motivating their employees achieve up to 21 % higher productivity, about 37 % less absence, and lower turnover of up to 65 % is important (Sorensen, 2013). A possible option for a satisfied employee is working from home. It is one of the forms of benefit and the number of companies offering it is growing. However, it is not suitable for everyone and for every profession. In

gastronomic or hotel services cannot be applied, because of the nature of services performance is directly linked to the place.

## 5. Conclusions

We stay at work for at least a third of the day, or a substantial part of our lives, and therefore job satisfaction is a factor for every employed individual that will be decisive for staying in an existing company or looking for employment elsewhere. A satisfied employee is willing to sacrifice some of his/her personal life as it brings him/her overall satisfaction, and it is not always the case that he/she is not only financially rewarded. On the other hand, the effects can be drawn by the employer as a result of a higher commitment and thus in the form of a profit increase. In catering and accommodation services, where the human factor is still a determining element, despite digitization, employee satisfaction translates into the quality of services provided to customers and revenue growth.

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