

# The Level of Job Satisfaction in the Czech Republic

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**Abstract:** The job satisfaction is very important for organizations due to its influence on motivation of employees, their productivity and therefore the organizational performance. Therefore, the aim of this study is to evaluate the level of job satisfaction in the Czech Republic in relation to the type of organizational culture (bureaucratic, innovative, and supportive). The Wallach's Organizational Culture Index questionnaire was used to obtain the data. A cross-sectional survey was provided between January – February 2019 and 1,271 respondents from different fields and organizations participated in this study. The results shown that the best value of job satisfaction has the supportive culture (4.054), the bureaucratic and innovative cultures have almost the same value of job satisfaction (difference 0.058). From organizations that exhibit the characteristics of multiple cultures, the best total satisfaction value has the organization where are all three cultures represented (4.028). Overall, the average of total satisfaction is usually between three to four (the maximum is 6 points), which corresponds to the results of studies already performed in the Czech Republic and since 2014, the job satisfaction shows stable values without major fluctuations.

**Keywords:** job satisfaction; organizational culture; Czech Republic

**JEL Classification:** J28; M54; M14

## 1. Introduction

The job satisfaction has been described by many authors in past years. One of the most widely used definition is definition by Locke (1976) who described the job satisfaction as an emotional state (pleasurable or positive) as a result of the evaluation of work experience.

Job satisfaction plays important role in organizations. It has been shown that the job satisfaction has positively influence the level of employee's motivation, their productivity, or their commitment to the organization. If the employees are satisfied, they have a lower tendency to turnover and absenteeism (Onyebuchi et. al., 2019). In general, it can be said that the job satisfaction has a positive effect on organizational performance (Onyebuchi et. al., 2019; Miah, 2018).

The job satisfaction is affected by many factors dependent on the field of study, e. g. the satisfaction of nurse educators is affected by gender, age, marital status, work and teaching experience, leadership styles, leader's expectations, managers support etc. (Arian et al., 2018) while in teachers the main factors affecting the job satisfaction can be the salary of teacher, growth opportunities or the relationship to co-workers and the effect of supervision (Iwu et

al., 2018). It has been also conducted that the level of teacher's job satisfaction is positively affected by psychological capital (Demir, 2018). In general, the main factors influencing employee job satisfaction include salary, working and service condition, colleague, and opportunity (Bashir, 2017).

### *1.1. Organizational Culture*

The organizational culture has been described in many ways and the term "organizational culture" is usually used for the culture of whole organization. The term organizational culture describes the environment in which people work, and how this environment affects the thinking, acting and experience of work by these people (Warrick et al., 2016; Warrick, 2017). According to past conducted studies (Sharma, 2017; Soomro & Shah, 2019; Meng & Berger, 2019; de Carvalho et. al., 2018), the relationship between the organizational culture and job satisfaction exists. Soomro & Shah (2019) found that job satisfaction affects organizational culture and according to Meng & Berger (2019) the strong impact of organizational culture on job satisfaction exists.

The organizational culture is usually differentiated into four types – the clan, adhocracy, market, and hierarchy culture (Rumijati, 2019; Di Stefano, et. al., 2017; Naranjo-Valencia et al., 2019). In 1983, Wallach (1983) defined the Organizational Culture Index (OCI) that differentiated culture into bureaucratic, innovative, and supportive dimension. In the bureaucratic culture, work is systematic, organized, and the control and power are usually the base of culture. Innovative culture can be characterized as dynamic and exciting, people in this culture are creative and take risks. In the supportive culture the interpersonal relationships play the main role (friendly people, trust, collaborative) (Wallach, 1983). The Wallach's questionnaire OCI can be used for evaluating the organizational culture.

There are not too many studies focused on job satisfaction in the Czech Republic (Franěk et al., 2014; Čech et al., 2015; Lehmann, 2015; Mysíková & Večerník, 2016; Sokolova et al., 2016; Zubr et al., 2016; Mohelska et al., 2020) which presents an opportunity for further studies. Therefore, the aim of this study was to evaluate the level of job satisfaction in the Czech Republic in relation to the type of organizational culture. The main research question was identified:

- What is the level of job satisfaction (in relation to individual organizational cultures) in the Czech Republic?

## **2. Methodology**

The questionnaire survey using the Wallach's Organizational Culture Index questionnaire in the Czech translation was conducted January–February 2019. The questionnaire has 24 items, the 4-point Likert scale (0 – does not describe our organization, 3 – describes our organization in most cases). The basic demographic issues focused on age, gender and the level of education attained are included in the questionnaire as well as questions focused on the business area, ownership of organization where respondent work (Czech or foreign ownership, international corporation, public/governmental organization),

respondent's position and the organization's size (up to 50 and up to 250 employees, 500 employees and more).

The part focused on the job satisfaction contained 9 sections, each with 4 questions. Each section represented one factor with potential influence on the job satisfaction (e. g. co-workers, communication, etc.). For the total job satisfaction, a maximum of 6-points can be reached.

The questionnaire was filled out via students at our college in a distance program who filled a questionnaire also with their colleagues in their workplace. These students work in different fields and types of organizations so the respondents' sample like cross-sectional was created.

The data were evaluated for bureaucratic, innovative, and supportive culture. To evaluate the data Microsoft Excel 2019 and IBM SPSS version 26 were used. Descriptive statistics tools were used to evaluate the data.

In total, 1,350 questionnaires were obtained, 1,271 questionnaires were processed. Due to incompleteness, 79 questionnaires were excluded from the study.

### 3. Results

In total, 1,271 questionnaires were evaluated. A total of 43.1% male and 56.9% female participated in the study. The most represented age group was respondents in age 21-30 years old (34.7%) with high school education (42.2%). The most represented organization type was organization with Czech ownership (51.5%). The detailed respondents' demographic profile is described in Table 1.

Table 1. Respondents' demographic profile (n = 1,271)

	n	%
<b>Gender</b>		
Male	548	43.1
Female	723	56.9
<b>Age</b>		
less than 20	51	4.0
21-30	441	34.7
31-40	275	21.6
41-50	329	25.9
51-60	151	11.9
61 and more	24	1.9
<b>Education</b>		
Primary school	20	1.6
Trained	126	9.9
High school	536	42.2
Higher vocational school	80	6.3
College	416	32.7
College student	93	7.3
<b>Organization type</b>		
Czech ownership	655	51.5
Foreign ownership	243	19.1
International corporation	133	10.5
Public/governmental organization	240	18.9

If we compare the average of total satisfaction values in relation to type of the organizational culture, the highest value of total satisfaction has supportive culture. The bureaucratic and innovative culture provides almost same results where the bureaucratic culture has obtained only 0.058 more points than the innovative culture. In some cases, it is hard to decide what culture is the most represented in organization. In our study we identified some organizations that exhibit the characteristics of multiple cultures. From these “mixed-culture” organizations have the best satisfaction rating organizations in which all three cultures are represented (bureaucratic/innovative/supportive, the value of total satisfaction average 4.028). The detailed results are described in Table 2.

**Table 2.** The average of total satisfaction in relation to organization culture

Type of culture	Total satisfaction average
Bureaucratic	3.568
Innovative	3.510
Supportive	4.054
Bureaucratic/innovative	3.622
Bureaucratic/innovative/supportive	4.028
Bureaucratic/supportive	3.848
Innovative/supportive	3.875

#### 4. Discussion

This article focuses on job satisfaction in relation to the type of organizational culture in the Czech Republic. Although 56.9% of women participated in this study, we can say that the male/female ratio was relatively balanced. Furthermore, according to job satisfaction data from Eurostat, the job satisfaction assessments by gender are not very different (Eurostat, 2017). The age group 21-30 years old was the most represented, which is probably due to the way of distributing questionnaires via students at our university in distance form of study. The mostly represented were organizations with Czech ownership, which corresponds to the distribution of business owners in the Czech Republic. A total of 80% of organizations in the Czech Republic was in the Czech ownership, 10% of organizations have a owner from the European Union countries and 10% of organizations have foreign owners from countries outside the European Union (Třešňák, 2019).

In the years 2003-2014, the evaluation of job satisfaction among employees in the Czech Republic remained at approximately the same level, except for small fluctuations. Between 2013 and 2014 a 5% decrease in job satisfaction was shown (Lehmann, 2015). While job satisfaction at the European Union level is often solved at different levels and job fields (Bastida et al., 2018; Serafin et al., 2019; Hünefeld et al., 2020), in the Czech Republic is the job satisfaction solved in long-term study by Public Opinion Research Centre, Institute of Sociology of the Academy of Sciences of the Czech Republic (CVVM) and only a few other authors focus on job satisfaction in the Czech Republic, mostly researches from University of Hradec Kralove (CVVM, 2020; . Franěk et al., 2014; Sokolova et al., 2016; Zubr et al., 2016; Mohelska et al., 2020).

According to the actual study conducted by CVVM in July 2020, almost 70% of employees in the Czech Republic are satisfied with their job (CVVM, 2020). If we relate our results to this information, it could be said that both findings are consistent. When comparing the results with other studies performed in the Czech Republic since 2014, it can be said that the value of job satisfaction is relatively constant without major fluctuations with values from three to slightly exceeding four (Franěk et al., 2014; Sokolova et al., 2016; Zubr et al., 2016; Mohelska et al., 2020).

According to Eurostat data related to the job satisfaction in 2013 only 19.4% of respondents were low satisfied with their job in EU-28, medium-satisfied were 55.8% of respondents (Eurostat, 2013). Job satisfaction has improved over the next years and in 2017 it reached values of around 90% for most age groups in EU-28 (Eurostat, 2017). Comparing our results with data on job satisfaction values in the EU-28, our findings appear to show a lower value of job satisfaction than in EU-28 in 2017.

#### 4.1. Limitations of the Study

A possible limitation may be the distribution of questionnaires through distance learning students, although we tried to ensure the greatest possible cross-sectional distribution. As another limitation, we can mention the focus of the study only on total satisfaction without evaluating the individual factors that contribute to all factors of job satisfaction.

## 5. Conclusions

The job satisfaction is very actually and discussed topic mainly due to its impact on organizational performance. The job satisfaction across the sectors in the Czech Republic in relation to the type of organizational culture has usually slightly better values than the middle value (3–4 points from 6-points as a maximum). The best job satisfaction rating was described for the supportive culture.

The level of job satisfaction is relatively constant during past years in the Czech Republic. Although the job satisfaction in the Czech Republic is at a relatively good level, there is still some space for its improvement. It would be appropriate in the future to analyze the level of job satisfaction for individual factors that affect job satisfaction and focus on improving the factors with the lowest rating.

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