

## Examination of Factors that Influence the Job Satisfaction of Employees in Different Workplaces

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### **Abstract**

Increased interest in the meaning of work and the belief that the degree of satisfaction with the work affects aspects of behavior, such as productivity, absence from work and reorientation led to the need to explore this relationship.

We have developed several methods for determining job satisfaction and work, often with the use of techniques questionnaire on attitudes or interviews. In relation to job satisfaction was investigated a large number of positions, both in the individual and in terms of the work situation, but we chose to examine the attitudes of employees from several different institutions that work organizations, which vary according to the qualifications necessary for the operation, according to the amount benefits, etc. The aim of research is to determine whether there are significant differences in the average level of job satisfaction among employees from different institutions and to determine who is the decisive factor that affects employee job satisfaction. Furthermore, the sub-goals relating to examination as independent variables such as socio - demographic characteristics of respondents plug on workplace satisfaction with employees.

The sample consists of a total of 40 employees, 20 employees from the public and 20 from private institutions. The instrument is constructed for the purposes of research and its validity is checked. Investigated the statistical significance of differences between the different samples analyzed by t - test. There was no statistically significant difference between job satisfaction and organization of employees in state institutions and employees in private establishments.

There was a statistically significant difference between male and female employees. female employees show a higher degree of job satisfaction and organization.

### **Job Satisfaction**

Almost inevitably, the existing theories and concepts of motivation, in empirical work and practice, the motivation for the work was determined by the satisfaction or in terms of workers' attitudes towards work and work organization. Therefore, one can speak of a certain gap between the theoretical concepts, the one and empirical work on the other. In most empirical studies is inherent understanding that the general job satisfaction is a good indicator of motivation to work. Increased interest in the meaning of work and the belief that the degree of satisfaction with the work affects aspects of behavior, such as productivity, absenteeism and reorientation led to the creation of extensive scientific literature-according to some sources, up to 4,000-title devoted to this subject. Looking at

the numerous studies of job satisfaction we can see that the following issues attracted the attention of psychologists:

Problem-definition, structure, factor content of job satisfaction

-Which factors most affect job satisfaction

-What is the relationship between job satisfaction and productivity of workers or any other aspect behavior at work.

### **Definition and Factor Structure of Job Satisfaction**

There are various definitions of general job satisfaction. According to a general job satisfaction is one affective orientation towards work. In this way, overall job satisfaction is defined as a general feeling about the job, taking into account the favorable and unfavorable aspects of the job, it's affective response of an individual, which is the result of experience on the job. In this sense, general job satisfaction is operationalized as the love of the job, or the extent to which an individual likes his job. Similarly, overall job satisfaction is defined as one generalized, attitude towards work in general. In both cases, regardless of whether the job satisfaction is seen as affective relationship or attitude, job satisfaction is perceived as a more general attitude towards work. Finally, overall job satisfaction is defined as the sum of satisfaction with individual specific characteristics of work and working conditions.

In accordance with this definition in the measurement of job satisfaction was measured by appropriate indicators, such as the willingness and desire to change jobs, the desire to choose the same or different type of work, the pleasant feeling of respect for the job, and finally, a measure that shows what an individual feels his work in general. With regard to the issue of content, ie, the factor structure of job satisfaction, whether job satisfaction comes down to one or more factors. In an earlier study Kac (Katz) found that job satisfaction has a number of dimensions: attachment-group -intrinsic satisfaction, one that arises from the performance of certain tasks - sense of belonging to your organization - satisfaction of material status and the status of the job. Growing number of researchers believe that job satisfaction has, makes a number of factors, factors. On the other hand, the results of certain studies show that there is a tendency towards higher positive correlations between the various aspects of job satisfaction factors, "which suggests that there is a general factor G attitude towards work situation." Relationship individuals to work sometimes is seen not only in terms of satisfaction, but the ego-involvement, and intrinsic motivation of workers. Ego-involvement is, in fact, the acceptance of the value of work, the role and importance that work has in the life of the individual. Intrinsic motivation, according to this view, the reference to "the extent to which the individual is motivated to do something good for subjective rewards or feelings that are expected. This motivation occurs when a feeling of self-esteem develops and linked to achievement. "As we see this kind of defining intrinsic motivation is to some extent different from Herzbergovog that intrinsic motivation is linked not only achievement, but also of the need for and the possibility of self-actualization. Engagement work relates to the psychological identification with the job. "In this way, the statements, the measures that talk about the psychological importance and identification with the work, taken as a measure of engagement with work, and statements about the impact of the effect of the self-as a measure of intrinsic motivation." In both cases, the work is an important content of life, individual satisfaction lies in the conduct of

business.

### ***Measuring Job Satisfaction***

There are different approaches to measuring the overall job satisfaction, tj. različiti indicators or special instruments. According to a holistic approach to overall satisfaction is defined as an affective attitude towards work, or as an attitude towards work. On the basis of certain indicators such as interesting work, attachment to work, the importance of work to the individual, etc., that claim, adding the responses obtained scores of general job satisfaction.

There are attempts to measure the overall satisfaction obtained indirectly through satisfaction of certain aspects of the job. This approach is a way of measuring job satisfaction is based on the idea that what the worker feels about his work in general is a result of his various aspects of job satisfaction. To obtain a score of general job satisfaction apply different ways of combining individual factors job satisfaction.

The measure of general satisfaction is obtained on the basis of three types of data: the importance of objectives, level of aspiration, and finally the degree to accomplish goals. The difference between the importance of aspiration and achievement goals form the basis of obtaining scores of general job satisfaction. The data show that overall job satisfaction is much more to do with aspects that are the subjects identified as significant than with those that are less important. This method of obtaining measures of general job satisfaction has certain advantages over the other, because job satisfaction observed starting from the needs, the importance of various goals and the possibility of their meeting in real life.

We have developed several methods for determining job satisfaction and work, often using techniques questionnaire on attitudes or interviews. Suffice it to note that of the three main methods - Guttman (Guttman), Tarstonovog (Thurstone) and Likert - the last is considered somewhat more reliable than others, and its setting, and the application and require less time. Created a lot of questionnaires to determine attitudes towards work, in relation to a number of dimensions. One of the most famous descriptive index Affairs (Job descriptive index, Smith, Kendal and Hulin, 1969), which on the basis of factor analysis dimensions of job satisfaction determines satisfaction in five areas. 1) work, 2) payment, 3) advancement opportunities, 4) monitoring, 5) colleagues at work.

In relation to job satisfaction was investigated a large number of positions, both in the individual and in terms of the work situation. Despite the fact they are in the U.S. and UK women are predominantly employed in jobs that require lower qualifications, have a lower status and lower incomes, several papers reported that in general terms, women are happier than men work. The fact is, however, that in cases where women and men are employed in the same job, have the same status and the same income, obtained results which, in turn, suggest that women are more satisfied with their job, this fact suggests that these factors probably not affect much on the job satisfaction in women as in men. For women, job satisfaction can be conditioned by different factors, such as the social aspects of work (Myers, 1964).

Job satisfaction seems to be increasing with age, although adequate research, in most cases, a comparative-being made the comparison between different groups of workers, with members of each group were of similar age. The difficulty of this method is that the members of certain groups are not only different years but to a different generations. In one

of the first studies of job satisfaction (Hoppock, 1935), we used the "pattern" that is re-investigated 27 years later. In other words, interviewed the same group of people in different age groups. Although Hopokov "pattern" was very small, the results are nevertheless showed that satisfaction with the work of 23 of the respondents increased in seventeen cases, and decreased in only 2 cases. When the length of service carefully observed, it seems that job satisfaction increases with age, but slightly decreases if the tenure longer. (Gibson and Klein, 1971).

Job satisfaction is increased by raising the level of work in the organizational hierarchy. So supervisors show more pleasure than workers, much like the more rewarding if the senior administrative positions. Generally, department directors are satisfied with the personnel director (Porter and Lawler, 1965). Even more generally, the people who work in smaller groups are more satisfied than workers in larger groups.

In terms of job satisfaction major differences show up depending on the type of job. Results of one study showed that, on average, approximately 43% of clerks, but only about 24% of workers, re-select the same call (O'Toole, 1973).

Sometimes I think that the difference in job satisfaction according to the calls reflect differences in job content, especially in the degree of autonomy, responsibility and diversity which include individual calls. For these elements content of work is considered, in general terms, they are among the most important determinants of job satisfaction and work.

There have been frequent attempts to show that the satisfaction and quality of work in a positive compared to the same time showed that efforts towards the enhancement of job satisfaction can have practical results. However, the conclusion of one of the first of comprehensive study of the relationship between satisfaction and quality of work (Brazfield and Crockett, 1955) was that there is little convincing evidence of any closer relationship between the two. It is likely that there are several reasons why this is so, for example, many work situations, the quality of work can not do much to change-it gives, for example, the flow of work is organized to prevent such changes, whether it's on the other side, it restrictions productivity due"group norms."

Secondly, in terms of motivation has large individual differences between workers (Hackman, 1979). Taylor believes that in terms of sick leave "job satisfaction among the most important causal factors." Exploring psychological correlates of sick leave, Taylor (1969) found that workers who are "still healthy" show a high degree of introversion and low neuroticism, that those who are "often sick" show signs of extroversion, a "long illness," a high-level of neuroticism.

It was found that the strong correlation also exhibited suspicious absences, such as absence from work increases with higher degree of suspicion. As for a job change, Porter and Spears pointed out that "all in all, there is compelling evidence that the general job satisfaction is an important element in deciding whether an individual stay or not," though note that in terms of absences evidence is not so convincing. Personal differences are also associated with changing work in that "those who go to" show different characteristics of "those who remain."

For the first found to have achieved more success, be more independent and aggressive, while others were emotionally balanced and mature. Briefly examines the relationship

between job satisfaction and work accidents. Ker (1950) was of the opinion, mainly on the basis of its own research institute, provides just under half of the difference in the rate of accidents among individuals related to dissatisfaction at work, about half related to stress at work, and the rest can be attributed to individual characteristics or preferences to accidents. In most studies that analyzes the relationship between job satisfaction and work accidents was not possible to equalize the level of risk to which individuals are exposed. In one operation, in which the attention given to this factor, as well as a number of other variables, led to a very significant relationship between the number of accidents and the level of dissatisfaction with (Davids, Mahonev, 1957).

A. Hejl and M.Hejl (1971) point out that on the basis of most of the research in this area can draw very few conclusions, mainly due to poor methodology and believe that with any "security" can not be argued that an increase in job satisfaction reduced the number of accidents by, say, improving security measures, at the same time increased the job satisfaction of nobody, it seems not even studied.

In Britain, UN States and many European countries, about half of deaths each year, and men and women, is attributed to cardiovascular disease. Factors associated with a high risk of heart disease include smoking, high cholesterol, blood pressure, blood sugar and excessive weight. However, a large number of papers indicating that a substantial part of these hazards may be responsible for the social and psychological factors, and it's impact on the development of research factors in work situations that could affect the increased susceptibility to heart disease. Among the factors which have been shown to influence susceptibility to this there are job satisfaction (Sales, House, 1971) and stress at work.

It is believed that the components of stress at work responsibility, particularly the responsibility for other people, a very heavy burden of work and proper status. It was shown that the directors consider themselves less nervous and anxious than is the case with workers in manufacturing (Hekman, 1969). Factors content of work are of great importance and impact on job satisfaction, which, in turn strongly associated with many aspects of behavior, including mental health workers. Hence no iznenenaduje you make efforts to increase job satisfaction through work planning. There are some differences in the factors of satisfaction between men and women, workers-union members and those who are not. Men are compared with women more important job security, high wages and good company. Women are the preferred type of work and the opportunity for advancement. Job security, especially high salaries for women were less significant, which is razumlivo with respect to the position and role of women in the family, whose income is probably an additional source of income at home.

The most comprehensive review and analysis of previous studies of conditions that affect job satisfaction given by Herzberg 'and associates. Based on previous studies of job satisfaction in the 150 study, the authors have given ranking factors of job satisfaction (14):

- Security deal
- Interest (intrinsic aspect of the job)
- Advancement opportunities
- Recognition obtained from the Head
- Companies and administrations
- Intrinsic aspects of work excluding ease
- Wage

- Intrinsic aspects of the job
- Management
- Comparing the second Group data is observed the following:
- Job security is what the workers are the most wanted in the job, which can be explained by the possibility of an objective statement, dismissal from work,
- What he called Herzberg 'motivators, there is something less important, and those in this ranking followed after job security,
- Wage compared with the previous factors (safety factors and content of work) is less important, but more important than the other external factors,
- Working conditions, management, ease of work, benefits have relatively little importance for job satisfaction.
- A recent study gives the following ranking of what workers want most in your job:
- The ability to do the job well,
- Leader, who will hear and help the worker,
- Per-platter capacity,
- Advancement opportunities,
- Pay per piece, good staff,
- Decision making possibility
- Colleagues who appreciate the ability to work and workers,
- The ability to grasp their own contributions,
- Manager that provides the necessary technical assistance,
- Ability to use skills, good and safe physical working conditions, good wages,- managers who receive and apply the suggestions of workers.

The importance of each factor in job satisfaction can be changed, that grows and decreases relative stability or instability, employment opportunities, etc.-influencing expectations of individuals, and thus, indirectly, to the satisfaction and motivation to work.

### **Aim of the Research**

Determine the level of satisfaction regarding jobs and organizations in different institutions

### **Problems**

1. Determine the level of satisfaction with the workplace and organization
2. Is there a significant difference in the level of satisfaction with the workplace and organization among employees of state institutions and employees of private companies
3. Is there a significant difference between male and female employees in the level of satisfaction with the workplace and organization

### **Hipotesis**

H-1 Is assumed to be employees of state institutions have a higher degree of job satisfaction of employees of private institutions

H-2 Assume that female employees have a higher level of satisfaction with the workplace and organization

## Research Methodology

### Subjects:

From a total of 46 employees in this study included 40 patients. A sample of 20 respondents consisted of staff training - educational institutions (kindergartens, schools, - the government agency) and the second sample consisted of 20 employees of the textile enterprises (private) Demographics of respondents are presented in the following tables:

Table 1. Gender And Level of Education of Respondent

	Male patients	Female respondents	
School degree	2	13	15
High school degree	9	6	15
Bachelor degree	5	5	10
N	16	24	40

Table 2. Age of the Respondents

Minimum	24
Average	40.82
Maximum	60

Table 3. Length of Service (Years) Subjects

Minimum	1
Average	15,97
Maximum	35

### Instruments:

1. Questionnaire on the job satisfaction and organization; author: Ema Kapetanovic, year: 2002.

The questionnaire consists of 22 questions of mixed type. The first part of the questionnaire relates to the demographics of the respondents, psychosomatic diseases and harmful habits (smoking, alcohol consumption). The second part of the questionnaire relates directly to job satisfaction *mjestom. Zadovoljstvo* workplace in general examines fourteen issues. Satisfaction with various aspects of the job, tested in the seventeenth issue, which consists of 27 sub-questions where the respondent satisfaction with specific aspects of the job is estimated at five-step scale:

- I am very satisfied
- I'm pretty happy
- I'm not satisfied or dissatisfied
- I'm pretty unhappy
- I am very dissatisfied

(Results obtained on this scale have been taken as a measure of overall job satisfaction in this study.) The third part of the questionnaire examines the potential fluctuation.

## Results and Interpretation

The problems were related to the determination of the level of job satisfaction and the organization and comparison of job satisfaction and organization in different institutions. The following results were obtained:

Table 4. Job satisfaction in state and private institutions

	<i>Job satisfaction in state institutions</i>	<i>Job satisfaction in private institutions</i>
M	86, 65	75, 33
SD	20,64	17, 34
$\Sigma$	3466	3010
N	40	40

The table no. 4, we conclude that the average value of job satisfaction and organization in a sample of employees from government agencies  $M = 86.65$  and  $SD = 20, 64$  and employees of private institutions is  $M = 75,33$   $SD = 17, 34$ . The t - test the statistical significance of the differences obtained (Table no. 5).

Table 5. Job satisfaction in state and private institutions

	Job satisfaction in state institutions	Job satisfaction in private institutions
M	86, 65	75, 33
SD	20,64	17, 34
$\Sigma$	3466	3010
N	40	40
t	1,32	
p	$p > 0.05$	

The t - value, indicating that there is no statistically significant difference in workplace satisfaction and organization among employees in the private and employees in state institutions at a significance level of 5%. So, we can assume that the difference between the variables, is not greater than the random links. Based on the obtained results it can be concluded that  $H_1$ , not confirmed, that was shot down.

The third problem is related to the testing of the difference in the level of job satisfaction and organization between male and female employees.

Table 6. Job pleasure of male and female

	<i>Job pleasure of male</i>	<i>Job pleasure of female</i>
M	90,69	76,65
SD	18, 50	20, 64
$\Sigma$	3690	3466
N	40	40
t	2,03	
p	$p < 0.05$	



The results obtained  $t = 2.03$ ,  $p < 0.05$  indicates that the difference in the level of job satisfaction and organization between male and female respondents significant at a significance level of 5% (but not at a significance level of 1%). Based on the obtained results it can be concluded that the H2 was confirmed. Thus, the female employees showed a higher degree of job satisfaction and organization of the male.

It can be assumed, a possible suspect in the anonymity of the survey of workers, and their fear of losing their jobs, leading to giving socially desirable responses, and responses were obtained in the questionnaire, does not correspond to the actual state of the population, which in turn may lead to deviations results than expected.

However, the arithmetic mean of the results obtained in the L - scale (which examines the pursuit of social affection, socially desirable answers and honesty in answering) is  $M = 8.2$ ,  $SD = 2.30$ , (all 5 patients had a score higher 10, which is taken as a threshold value), it can be assumed that the respondents, however, were not so much, get socially desirable responding.

While the study period there were no external or internal distraction to affect the concentration of respondents in completing the form. Yet the study had some shortcomings, which need, in addition to the previously mentioned state as a possible cause of the deviation of some of the results obtained from the results that are consistent with previous research. Specifically populations in which the research was carried out relatively few, so on that basis would not be allowed to perform general conclusions. It is also important to note that some studies have shown that job satisfaction increases, raising the level of work in the organizational hierarchy, so that supervisors showed more satisfaction than workers, much like the more rewarding if the senior administrative positions, therefore it is expected that it may be separately treated workers with different levels of education as well as workers who are employed in various workplaces.

## **Conclusion**

1. There was no statistically significant difference between job satisfaction and organization of employees in state institutions and employees in private establishments.
2. There was a statistically significant difference between male and female employees. Female employees show a higher degree of job satisfaction and organization.

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