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**Abramova Iryna Oleksandrivna** PhD of Economics, Associated Professor of Management Department at Lutsk National Technical University, Lvivska St., 75, Lutsk, 45632, tel: (099)249-05-46, <https://orcid.org/0000-0002-1241-0520>

## **SATISFACTION WITH THE WORK OF THE ORGANIZATION'S STAFF: FORMS AND IMPACT ON THE EFFICIENCY OF THE ENTERPRISE**

**Abstract.** This article delves into the multifaceted issue of job satisfaction, which is one of the most crucial factors influencing a company's operational efficiency and competitiveness. Job satisfaction is a complex and multi-dimensional concept that encompasses both objective and subjective elements, including working conditions, compensation packages, opportunities for professional growth, relationships with colleagues and supervisors, and the alignment between an employee's expectations and the realities of the job. The article systematically examines various scientific approaches to defining job satisfaction, from classical motivational theories, such as Maslow's hierarchy of needs, to contemporary perspectives that emphasize emotional engagement and employee well-being.

The focus is on exploring how job satisfaction directly affects employee productivity, motivation to achieve high performance, and organizational loyalty. The article also discusses the negative consequences of job dissatisfaction, which may manifest in low motivation, absenteeism, lack of initiative, decreased work quality, and, ultimately, reduced company profitability. Furthermore, it highlights the importance of regularly assessing employee satisfaction and adopting strategies to improve the work environment as essential tools for enhancing overall organizational efficiency. Practical recommendations for increasing employee satisfaction include improving working conditions, fostering a strong corporate culture, and implementing flexible motivational systems.

Thus, job satisfaction is positioned as a key factor in ensuring the sustainable development and long-term financial success of an organization.

**Keywords:** job satisfaction, motivation, personnel efficiency, productivity, corporate culture, work environment.

**Абрамова Ірина Олександрівна** кандидат економічних наук, доцент кафедри менеджменту ЛНТУ, вул. Львівська, 75, м. Луцьк, 45632, тел.: (099) 249-05-46, <https://orcid.org/0000-0002-1241-0520>



## ЗАДОВОЛЕНІСТЬ РОБОТОЮ ПЕРСОНАЛУ ОРГАНІЗАЦІЇ: ФОРМИ ТА ВПЛИВ НА ЕФЕКТИВНІСТЬ ПІДПРИЄМСТВА

**Анотація.** У статті розглядається комплексне питання задоволеності працівників своєю роботою, яке є одним із найважливіших чинників, що впливають на ефективність діяльності підприємства та його конкурентоспроможність. Задоволеність роботою працівників є складним і багатофакторним поняттям, що охоплює як об'єктивні, так і суб'єктивні елементи, зокрема умови праці, компенсаційний пакет, можливості для професійного розвитку, стосунки з колегами та керівництвом, а також відповідність між особистими очікуваннями працівника та реаліями роботи. У статті систематизовано різні наукові підходи до визначення поняття "задоволеність роботою", починаючи з класичних теорій мотивації та задоволеності, таких як піраміда Маслоу, і до сучасних концепцій, що акцентують увагу на емоційній залученості працівників.

Основна увага приділяється дослідженню того, як рівень задоволеності роботою безпосередньо впливає на продуктивність працівників, їх мотивацію до досягнення високих результатів та лояльність до організації. Крім того, аналізуються негативні наслідки незадоволеності роботою, які можуть проявлятися у вигляді низької мотивації, прогули, відсутності ініціативи, зниження якості виконуваної роботи та, в кінцевому рахунку, втрат прибутковості підприємства. У статті також досліджено роль регулярних оцінок задоволеності працівників та стратегій покращення робочого середовища як інструментів підвищення загальної ефективності організації. Висвітлено практичні рекомендації щодо підвищення рівня задоволеності працівників, що включають вдосконалення умов праці, розвиток корпоративної культури та впровадження гнучких систем мотивації.

Таким чином, задоволеність роботою розглядається як ключовий фактор для забезпечення стабільного розвитку та фінансової успішності підприємства в довгостроковій перспективі.

**Ключові слова:** задоволеність роботою, мотивація, ефективність персоналу, продуктивність, корпоративна культура, робоче середовище.

**Statement of the Problem.** The effectiveness of an organization is intricately linked to the psychological well-being and job satisfaction of its personnel. Employees, as the core asset of any company, play a pivotal role in determining the company's competitiveness, profitability, and sustainable development. Extensive research by scholars such as K. Zamfir, K. Alderfer, and A. Maslow has shed light on job satisfaction, yet a universally accepted definition remains elusive. Various interpretations exist regarding how job satisfaction is conceptualized and measured, reflecting the multifaceted nature of the concept.



Understanding the complex relationship between job satisfaction and employee performance presents a significant challenge. Job satisfaction directly influences productivity, motivation, and overall organizational efficiency. However, the subjective nature of job satisfaction, shaped by factors such as work conditions, compensation, and personal expectations, complicates the pursuit of a consensus on its defining characteristics. Moreover, fluctuations in job satisfaction can lead to adverse behaviors, including absenteeism, declining performance, and employee disengagement. These outcomes not only affect individual employees but also have far-reaching implications for organizational success, underscoring the need for companies to proactively assess and enhance job satisfaction levels.

The ramifications of employee dissatisfaction can be profound, often resulting in higher turnover rates and decreased morale within the workplace. In an increasingly competitive business environment, organizations must prioritize the mental and emotional well-being of their workforce to maintain high performance standards. It is critical for organizations to implement regular assessments and interventions that address job satisfaction, thereby ensuring a motivated workforce that can positively impact business performance and financial outcomes.

This research aims to clarify the factors influencing job satisfaction and its impact on overall employee efficiency, contributing to the development of strategies that improve employee engagement and enhance organizational profitability. By addressing these critical issues, organizations can foster a workplace culture that values employee satisfaction, leading to sustainable growth and success.

**Analysis of recent research and publications.** The concept of job satisfaction has been widely studied by various scholars. Early work by Maslow (1943), Alderfer (1961), and Vroom (1964) explored the psychological factors of motivation and fulfillment in the workplace. Recent research, such as Armstrong (2006) and Robbins & Judge (2017), focuses on emotional responses and attitudes towards work, while Raziq and Maulabakhsh (2015) highlight job satisfaction as a key motivational element.

Modern perspectives vary, with Kinjal Dagli (2023) emphasizing the fulfillment of employee needs, and Mullins (2005) discussing the complexity of job satisfaction as linked to motivation. Despite numerous studies, there is no single definition of job satisfaction, reflecting the diverse nature of this concept. This ongoing research underscores the importance of addressing job satisfaction for improving employee performance and organizational success.

**The purpose of the article.** The purpose of this article is to explore the relationship between job satisfaction and the overall efficiency of personnel within an organization. It aims to analyze various definitions and approaches to job satisfaction, highlighting its critical role in improving employee productivity, motivation, and organizational performance. By reviewing existing research and



theories, the article seeks to clarify the factors that contribute to job satisfaction and provide practical insights for organizations to enhance employee engagement and, consequently, business outcomes.

**Summary of the main material.** The results of the company's activity depend on the psychological well-being of the personnel as the main capital of the organization. Improving the efficiency of personnel activities, organization receive better profitability indicators of the enterprise. Personnel is the key asset of the organization that ensures its competitiveness and sustainable development. A lot of famous scientists made a great contribution to the study of the problem of job satisfaction: K. Zamfir, (1983), K. Alderfer (1961), V. Vroom (1964), D. McGregor (1960), A. Maslow (1943) and others.

For each employee, it is valuable to study the problem of job satisfaction of the organization`s personnel. Job satisfaction is the ratio of certain requests of the employee regarding the content, conditions, wages with existing conditions at the enterprise. That is, it is a subjective assessment by the employee his inquiries regarding the conditions at the enterprise in which he performs his professional duties. Labor efficiency is the achievement of a better result with the use of lower costs certain resources. If the maximum result is followed for minimum costs labor, then such activity is called effective. The result is the income received from the sale production, provision of services, performance of works. Labor efficiency is measured by productivity, quality and intensity of work. It is these indicators that will characterize qualitative and quantitative performance indicators of the employee and the enterprise.

Despite its wide using in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job represents.

Different authors have different approaches towards defining job satisfaction (tabl. 1).

Tabl.1

#### Approaches towards defining job satisfaction by different authors

Author	Definition "Job satisfaction"	Main features
Vroom (1964)	"affective orientations on the part of individuals toward work roles which they are presently occupying" [1]	focuses on the role of the employee in the workplace
Armstrong (2006)	"job satisfactions refers to the attituded and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction" [2]	Positive and negative aspects





Mullins (2005)	“complex and multifaceted concept wich can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivaton” [3]	Focuses on differences between motivation and job satisfaction
Robbins & Judge (2017)	“positive feeling about one's job resulting from an evaluation of its characteristics” [4]	Foceses on feeling about job resulting
Raziq and Maulabakhsh (2015)	“is an essential element motivating employees and encouraging them to achieve better results” [5]	Element of motivation
Tansel & Gazıođlu (2014)	“job satisfaction is a primary policy priority in any organization” [6]	Priority in organization
Kinjal Dagli (2023)	“job satisfaction means the job meets your employee’s needs and expectations” [7]	meets employee’s needs and expectations
Goedz and Wald (2022)	“refers to an individual’s subjective evaluation of their job and the overall level of contentment they experience in their work environment” [8]	evaluation of job and the overall level of contentment they experience in their work environment
Chiradeep BasuMallick (2021)	“Job satisfaction, an unquantifiable metric, is defined as a positive emotional response you experience when doing your job or when you are present at work” [9]	Focus on emotional response

Sorce: systematized by the author

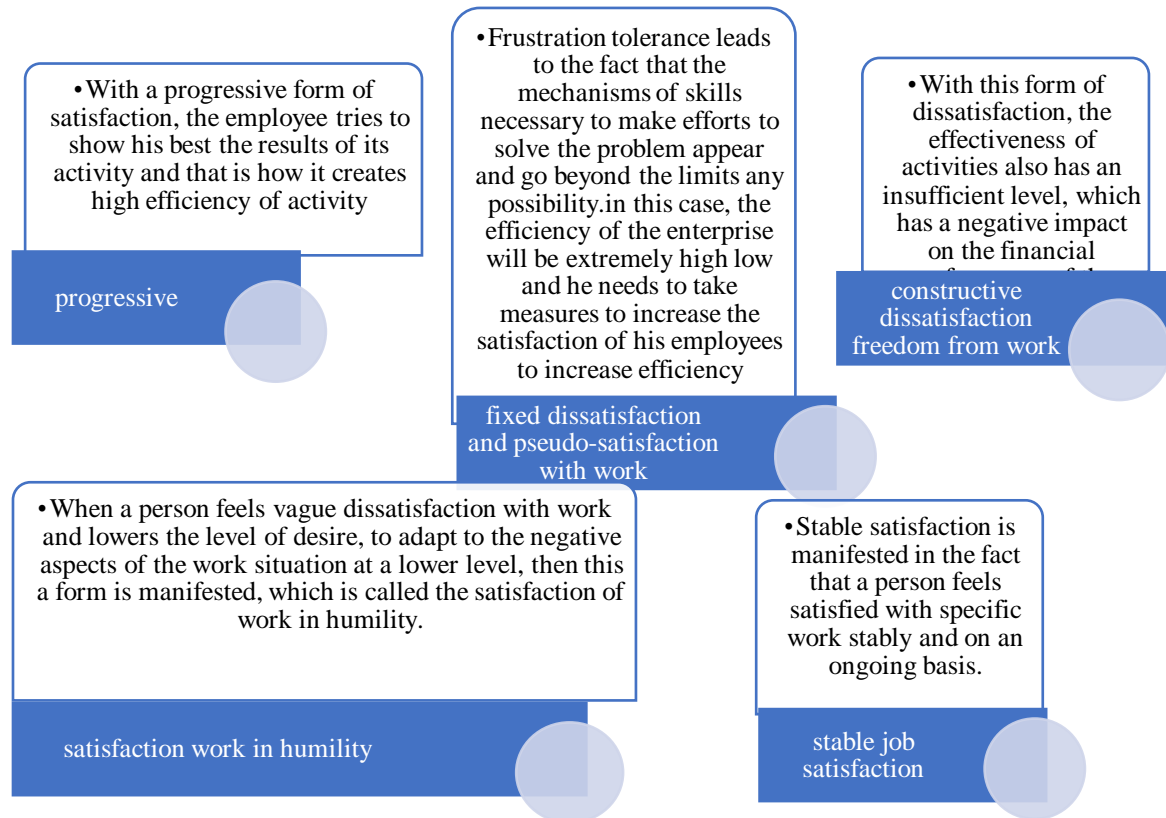
Having systematized the above definitions, it is possible to understand that different scientists interpreted the understanding of the essence of the concept in different ways deffinition “Job Satisfaction” . There is a considerable impact of the employees' perceptions of the nature of his work and the level of, overall job satisfaction. Financial compensation has a great impact on the overall job satisfaction of employees.

In our meaning job satisfaction is a term used to describe the overall contentment, fulfillment, and pleasure an individual experiences in their employment situation. It encompasses various aspects of the job, including the work itself, relationships with colleagues and supervisors, compensation, opportunities for advancement, work-life balance, and the overall organizational culture. Essentially, it reflects the extent to which an employee's expectations and desires regarding their job are met. Higher levels of job satisfaction are typically associated with increased productivity, engagement, and commitment to the organization.

Employees can experience the following forms of job satisfaction: constructive dissatisfaction freedom from work, fixed dissatisfaction and pseudo-satisfaction with work, satisfaction work in humility (satisfaction when a person is used to his work), progressive, stable job satisfaction (Unterrainer, Christine & Jeppesen, Hans & Jønsson, Thomas, 2013) (picture1) [10].



There are many behaviors that employees can display when they are dissatisfied with their jobs (3): lack of interest and enthusiasm; procrastination; tardiness and absenteeism; declining performance; stress and negativity (Andrea Boatman, 2020) [11].



*Pic.1. Forms of job satisfaction and its characteristic*

Source: systematized by the author

**Conclusion.** It can be concluded that the satisfaction with the work of employees of and efficiency of the enterprise are interdependent indicators. Efficiency the company's activity will be at a decent level if the employees are satisfied with their work and the company will get a better result and financial indicators of profitability. Regularly assessing employee satisfaction through surveys and feedback mechanisms allows for ongoing improvements and adjustments to maintain a positive work environment.

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