

## SATISFACTION OF EMPLOYEE WITH WORK: EMPIRICAL RESEARCH

© **BATRANAK, G.**

Graduate of Business Management study programme Marijampole college

E-mail: [genadijb@gmail.com](mailto:genadijb@gmail.com) (Marijampole, Lithuania)

© **GILIUVIENĖ, V.**

Lecturer Marijampole college

E-mail: [vir.gili@mkolegija.lt](mailto:vir.gili@mkolegija.lt) (Marijampole, Lithuania), ORCID 0000-0001-7201-6237

**Abstract.** Today job satisfaction is one of the most frequently investigated objects in organizational research and one of the most complicated areas that face today's executives who seek to avoid staff turnover and retain the best employees. High staff turnover as a consequence of job dissatisfaction may have a negative impact on company finances, as the recruitment, training, retraining of employees are not only costly but also time consuming. In addition, satisfied employees tend to be more productive, creative and more committed to their employers. As a result, employers are increasingly focusing on their employees, their expectations and job satisfaction, as companies are currently experiencing a rapidly changing, innovation-driven period that can lead to tensions and negative social consequences. Job satisfaction is becoming an increasingly relevant topic as it threatens the loss of highly skilled professionals and, consequently, market positions. The aim of the research – to analyze the employee job satisfaction on the farmer's farm.

The research method – quantitative research. The quantitative research method is aimed at gathering information expressed numerically and quantitatively. The methodology of quantitative research was chosen to reveal the aim of the research, since the aim is to measure the phenomenon of interest - job satisfaction, employee attitudes to individual work objects, and also because, in accordance with the aim of the research, the researcher focuses on the consideration of predetermined human provisions (job satisfaction), and measurement.

The chosen data collection method - written survey - helped to describe the phenomenon under research, obtain as much information as possible in order to reveal the aim of the research. The survey was conducted as it aimed to obtain representative information about the researched target group – employees of the farmers' farm and their attitudes to the investigated phenomenon - job satisfaction

**Keywords:** job, employee, employer, motivation, job satisfaction.

### Introduction

Job satisfaction is one of the most complex areas that face today's executives. Job satisfaction is defined as a feeling, an inner state, a pride in one's job, it implies emotional (related to the job, feelings - boredom,

anxiety, etc.), cognitive (related to beliefs about the job - for example, the notion that the job is difficult, complex or simple) and behavioral (clumsiness, delay, etc.) components. Job satisfaction can be positive and negative, it may consist of feelings

felt to various aspects of work, so job satisfaction is a diverse concept that is difficult to define. Ensuring staff satisfaction in the organization is one of the most important tasks of organizational management. Characteristics of work and work environment, the employee himself are attributed to job satisfaction, and therefore job satisfaction is a variable thing. If the employee fulfills his professional expectations, develops, is able to use his knowledge, skills and competences, and in turn, the company promotes the employee, provides an opportunity to move ahead in his career, safety, ensures social guarantees, that is, the needs and expectations of both sides - the employee and the company - match, in such a case the employee will be satisfied his job.

Job satisfaction can be caused by various factors. Some authors divide them into external (related to working environment) and internal (personal achievements, recognition, degree of responsibility, personal development and career opportunities). It is one of the most widely used theory of two factors by F. Herzberg [18]. The factors determining job satisfaction are explained by E. A. Locke's [20] Range of Affect Theory, J. S. Adams' [1] Theory of Justice, the theory of work characteristics, and Affective Events Theory. Redfield [15], relying on J. Field [15], divided job satisfaction factors into the factors determining job satisfaction and the factors leading to job dissatisfaction. Following this author, it could be argued that motivational factors are more related to job satisfaction, and

low factors of hygiene - to dissatisfaction.

Al-Mahayreh and Abdel-Qader [1] having analyzed the factors affecting job satisfaction, presented by various scholars, distinguished the following factors: pay satisfaction, *satisfaction with the content of the job*, *satisfaction with encouragement*, *satisfaction with management*, *satisfaction with working groups*, *satisfaction with working time*, *satisfaction with working conditions*. Referring to these authors, it could be argued that various factors - both external (hygienic) and internal (motivational) - affect job satisfaction.

Job satisfaction is important for staff turnover, company productivity, revenue, profitability, customer satisfaction and loyalty, employee loyalty, absenteeism in the workplace, tension management/restraint at work, climate (atmosphere) at work, recruitment of new employees. In order to improve / increase employee satisfaction, it is recommended to use, depending on the company's capabilities, specifications, etc., in the following ways: ensuring a positive work culture, appreciation, awarding and recognition, promoting employee cooperation, improving the skills and potential of employees, evaluating of employee job satisfaction, reducing workplace stress, promoting flexible working hours, consistent and meaningful incentives, and communication among staff at different levels.

Job satisfaction is very important not only for the employee, but for the organization as a whole. Understandably why job satisfaction is important for the employee. Being

satisfied with the job, the employee feels happy, less worried, does not suffer from stress. The employees, satisfied with the job, affect the company: the happier and more satisfied are the employees with their job, the better they feel at work, they work more productively, their performance is higher. The employees who are satisfied with the job are motivated to do work better, enthusiastically perform the tasks entrusted to them, feel obliged and committed to their company, are loyal and responsible, more friendly with colleagues, seek communication and cooperation, new knowledge and skills, and achieve better working results. Job satisfaction gives a sense of security, determines the positive atmosphere of the working environment, helps smoothly organize activities, make more useful decisions for the company, solve complex situations, reduce staff turnover, and help retain talented employees. All this affects customer satisfaction and loyalty to the company. So, job satisfaction is related to the organization's progress, profitability, competitiveness and success.

### **Research methodology**

The aim of the research – to analyze the employee job satisfaction on the farmer's farm.

The research method – quantitative research. The quantitative research method is aimed at gathering information expressed numerically and quantitatively. The methodology of quantitative research was chosen to reveal the aim of the research, since the aim is to measure the phenomenon of interest - job satisfaction, employee

attitudes to individual work objects, and also because, in accordance with the aim of the research, the researcher focuses on the consideration of predetermined human provisions (job satisfaction), and measurement.

The chosen data collection method - written survey - helped to describe the phenomenon under research, obtain as much information as possible in order to reveal the aim of the research. The survey was conducted as it aimed to obtain representative information about the researched target group – employees of the farmers' farm and their attitudes to the investigated phenomenon - job satisfaction.

Research time: April 2018.

Research sample and respondents. The research sample is convenient. Convenience sampling was made by the subjects working on the farmer's farm. Type of research sample - non-probabilistic, targeted. The farmer's farm employs 25 people. All employees were asked to answer the questions in the questionnaire. 25 employee answers were received.

Research tool. In order to analyze job satisfaction of the farmer's farm, it was decided to apply a quantitative research method and the method of data collection was a written survey.

Written survey method was applied in the research. P. Spector's *The Job Satisfaction Survey (JSS)* was used to measure the satisfaction of the respondents in the study aiming to measure overall job satisfaction, as well as nine aspects of job satisfaction (Spector, 1985) (see Table 1). Prior to providing questions on job satisfaction, the participants of the research were asked questions on

socio-demographic characteristics (see Appendix 1).

Table 1. The aspects of job satisfaction and their description

Aspect	Description	Question number
<i>Pay</i>	Satisfaction with wages and salary increases	1, 10, 19, 28
<i>Promotion</i>	Satisfaction with promotion opportunities	2, 11, 20, 33
<i>Supervision</i>	Satisfaction with direct supervisor	3, 12, 21, 30
<i>Fringe Benefits</i>	Satisfaction with additional tangible benefits (e.g. perks)	4, 13, 22, 29
<i>Contingent rewards</i>	Satisfaction evaluation, recognition, respect and other awards for good work	5, 14, 23, 32
<i>Operating conditions</i>	Satisfaction with rules, procedures, work policies and strategies	6, 15, 24, 31
<i>Coworkers</i>	Satisfaction with coworkers	7, 16, 25, 34
<i>Nature of work</i>	Satisfaction with the type of work you do	8, 17, 27, 35
<i>Communication</i>	Satisfaction with information sharing within the organization	9, 18, 26, 36

The questionnaire of job satisfaction is taken from P. Spector's website, which contains the Lithuanian version of the questionnaire (prepared in Lithuanian by L. Gustainienė, 2006, revised translation: L. Gustainienė, J. Liesienė, R. Kern, 2009). Also, the author's website indicates that the questionnaire can be freely used for non-commercial, scientific and research purposes, therefore, there was no need to get an additional author's consent to use this questionnaire.

The job satisfaction survey consists of 36 statements (four statements for each of 9 sub-scales), which are to be evaluated by the respondents on a 6-point scale, where 1 - totally disagree, 2 - disagree moderately, 3 - partially disagree, 4 - partially agree, 5 - moderately agree, 6 - fully agree. The questionnaire can provide 10 results: each of the 9 sub-scales can provide the results of a separate aspect of job satisfaction (results are obtained by summing up

the variants of the statements belonging to the sub-scale - numerical values), as well as the overall result of job satisfaction can be provided (obtained by summing up all variants of the answers to the questionnaire statements). The total score for each sub-scale statement can range from 4 to 24, the aggregate result is from 36 to 216. The higher total score of the sub-scale shows a higher satisfaction in that aspect of the job, while the higher overall score indicates a higher overall job satisfaction.

The sub-scale scores from 4 to 12 indicate dissatisfaction in this aspect, from 12 to 16 - controversial opinions (neither satisfaction nor dissatisfaction), from 16 to 24 - satisfaction in this aspect.

The overall result from 36 to 108 indicates general job dissatisfaction, from 108 to 144 - controversial opinions (neither satisfaction nor dissatisfaction), from 144 to 216 - job satisfaction.

As higher grades indicate higher job satisfaction, estimation of negative

statements must be transcribed, i.e.  $y$   $6 \rightarrow 1$ ,  $5 \rightarrow 2$ ,  $4 \rightarrow 3$ ,  $3 \rightarrow 4$ ,  $2 \rightarrow 5$ ,  $1 \rightarrow 6$ . Negative statements (19 of them) that need to be transcribed are 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, 36. There is no need to overestimate all not mentioned statements. If the participant in the survey do not respond to all statements, the missing values are filled in by entering average values.

**Research organization.** In preparation for the research, the literature was analyzed on the chosen topic, the aim of the research was defined, the method of data collection and instrument were chosen. Inviting to participate in the survey, potential respondents were introduced to the aims of the research and the use of data. Before carrying out the survey, the executives' agreement of the farmer's farm was received allowing the employees to participate in the survey. The study data were systematized, analyzed and described. Microsoft Excel software program was used. The data were described in order to reveal the respondents opinion on the topic under researched issue.

**Research Ethics.** Respondents were entitled to refuse to participate in the survey, thus the principle of volunteering was maintained. At the beginning of the survey, the respondents were told that the data would be summarized and the information they provided would not have any effect on them personally. In addition, the questionnaire was anonymous, the respondents did not need to provide their first and last names. The privacy to the respondents

of the study was guaranteed, because the survey was conducted without the extraneous persons, the respondents were given the right not to answer the question. Confidentiality is guaranteed, since only generalized empirical data is publicized and does not make it possible to identify the participant.

### **Presentation of the Farmer's Farm**

The farmer's farm is a combination of the farmer's property and personal moral rights and obligations. The farmer's farm, founded in 2003, grows and trades BIG-6 breed turkeys in German (Kartzfehn). The vision of the farm is to be the most professional and largest turkeys farm in the Baltic region. The mission of the farm is to grow healthy, high-quality turkeys, using the most advanced growing technologies that are friendly to the environment, ensuring quality and control throughout the whole turkey growing process. The farms, in which turkeys are grown, are built and equipped in cooperation with poultry specialists and companies from Italy („OFFICINE SPEROTTO“) and the US („BETCO“ bei „Chore Time“). The computers specially installed in the birdhouse perfectly manage all vital turkey production processes. The bird suppliers to the farmer's farm are „Kartzfehn“ (Germany), „Gerczak“ (Poland), „Grelavi“ (France), feed supplier – JSC „Marijampolės pašarai“.

### **Research findings**

The research involved 25 farm employees – 9 women, 16 men. The

largest proportion of the participants in the survey is 30-39 years old (48 percent) and 18-29 years old (36 percent). Thus, the people working on the farm are rather young. Just over half (52 percent) of the participants in the study are married, 28 percent of the respondents in the study are not married, 12 percent – lives with a partner and 8 percent are divorced A

similar number of participants in the study has vocational (28 percent), non-university higher education (28 percent) and higher education (24 percent). The lowest number of the employees on the farmer's farm worker is with a secondary (12 percent) and basic (8 percent) education (see Chart 1)

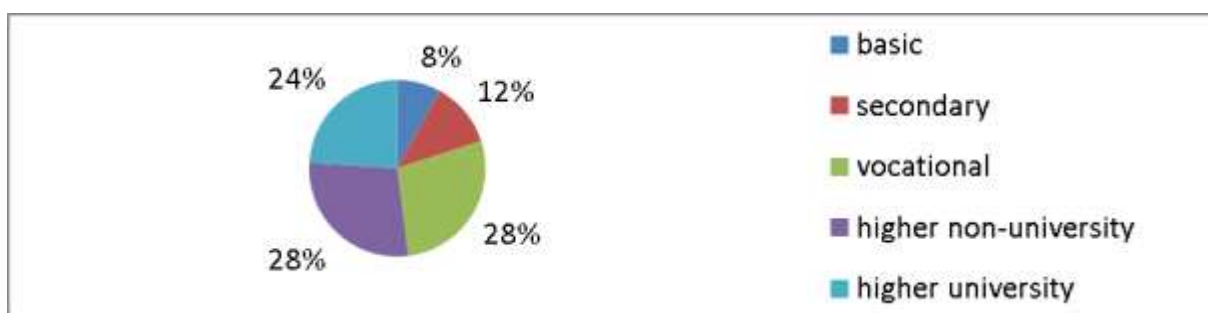


Figure 1. **Research participants' education**

As can be seen from the answers of the research participants, most of them do not work according to the acquired education. This was stated by 72 percent of research participants. The remaining 28 percent of the participants of the research do the work related to the acquired

education. The majority (52 per cent) of the employees on the farmer's farm have work experience of 1 to 9 years, and the minority (4 percent) have work experience of 30-39 years (see Figure 2). Of course, this is because the people working on the farm are rather young.

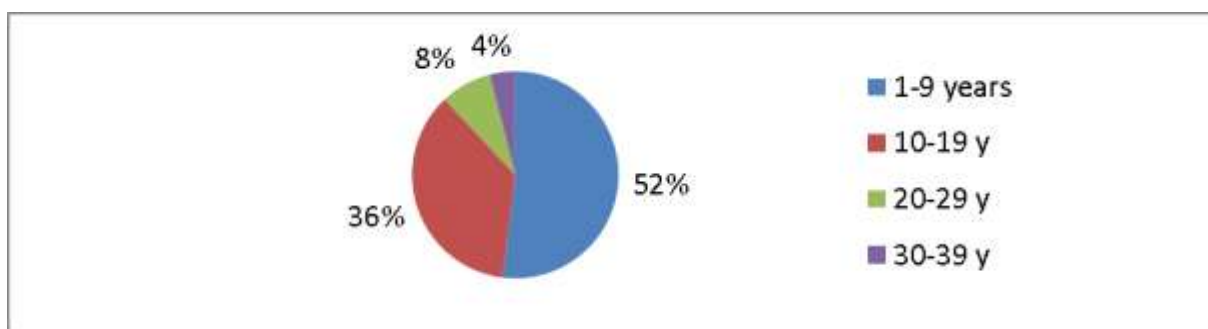


Figure 2. **Work experience of the research participants**

The data obtained from the survey show that the overall satisfaction of the employees on the farmer's farm was on average 128.8 points. This means that most of the employees are

neither satisfied nor dissatisfied with their work, i.e. contradictory opinion was obtained (see Figure 3). The lowest total score for overall job satisfaction was 39, the highest – 173.

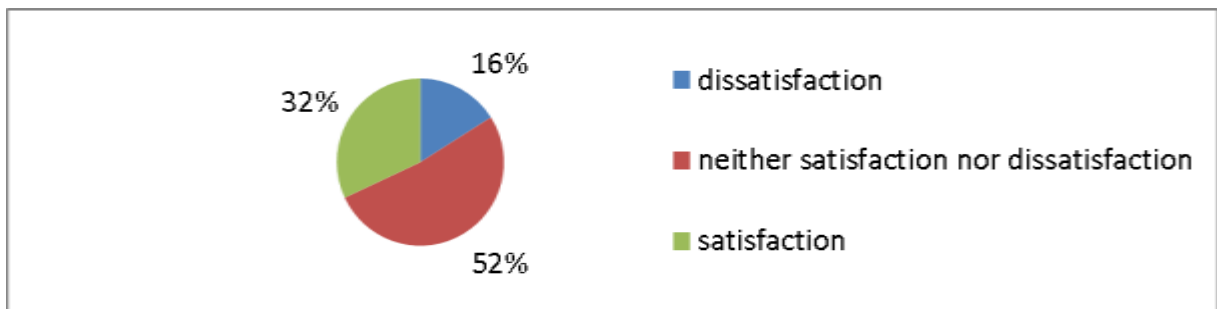


Figure 3. Overall job satisfaction of the research participants

According to the survey data, the majority of farm employees (52 percent) have controversial opinions - neither satisfied nor dissatisfied with their job. Almost a third (32 percent) of employees are satisfied with their job, while 16 percent of the employees - dissatisfied with their job.

When analyzing individual aspects of satisfaction, it was obtained that, in

assessing the opinions of all participants in the survey, they are satisfied with the coworkers (average is 16.36 points) and the nature of the work, i.e. the type of work they do (average 17.52 points). For all other aspects of work, the opinion of the participants in the study is controversial – they do not feel either satisfaction or dissatisfaction with these aspects of work (see Figure 4).

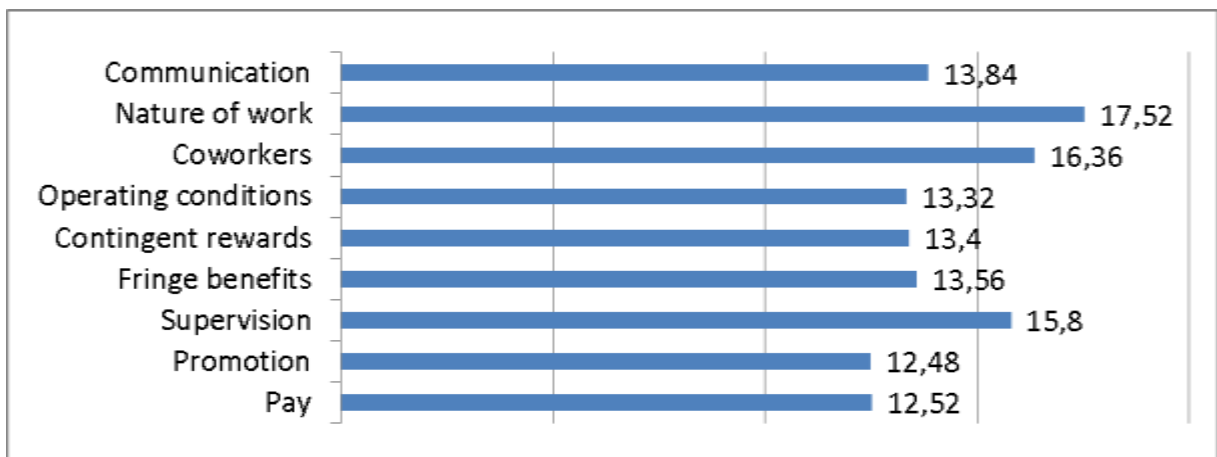


Figure 4. The assessment averages of research participants on individual aspects of job satisfaction statements

Below, some aspects of job satisfaction will be analyzed. The first aspect is pay satisfaction (average score is 12.52 points). As can be seen from the data obtained during the survey (see Chart 5), the farmer's employees partially disagree with the feeling that they receive a decent salary for their work, i.e. their opinion is controversial - they doubt the size

of their remuneration. Also, the participants in the research are uncertain about the employer's assessment of the remuneration received (i.e. they doubt whether they feel evaluated or not evaluated) and whether they are satisfied with their salary increase possibilities (i.e. there are employees who are satisfied with their salary increase possibilities and /

there are employees who are not satisfied with their salary increase possibilities). Researchers on average

agree that their salaries increase too rarely and too little.

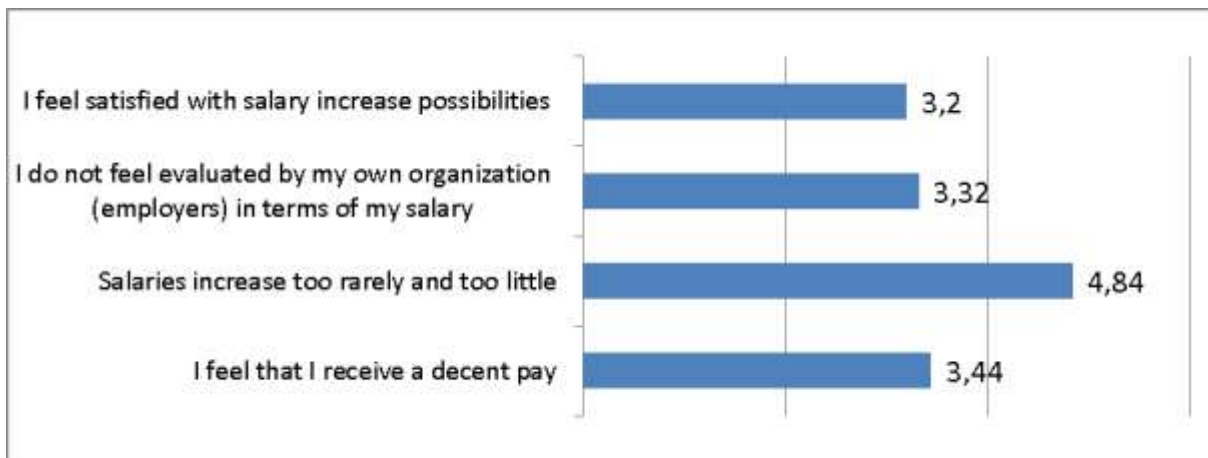


Figure 5. The assessment averages of sub-scales on remuneration statements

The farm employees, therefore, feel underestimated by seeing the remuneration they receive for their work. It is noteworthy, that they would prefer not only salary increase possibilities but also higher and faster salary increase. The causes of this controversial sub-scales should be clarified. Perhaps frustration comes from a lack of information? The farm managers, taking consideration on employee opinion, could explain to them when salary increase is expected, what it depends on, and it is advisable to emphasize to the employees that they are valued for doing their job.

Promotion possibilities are evaluated controversially by the employees on the farmer's farm - they do not feel either satisfaction or

dissatisfaction with this aspect of their work (average score is 12.48 points). This work aspect got the lowest rate from all aspects of work. Research participants partially agree that there are not enough promotion possibilities in their job. One might guess that this is because the farm is small - there are only 25 employees in total, and there is not much room for career opportunities. Most probably, therefore, the research participants doubt the fact if those, who work well, have a significant opportunity to be promoted, and also partly disagree with the fact that people in this work reach the same level as in other organizations, and are satisfied with their promotion opportunities ( see Figure 6).

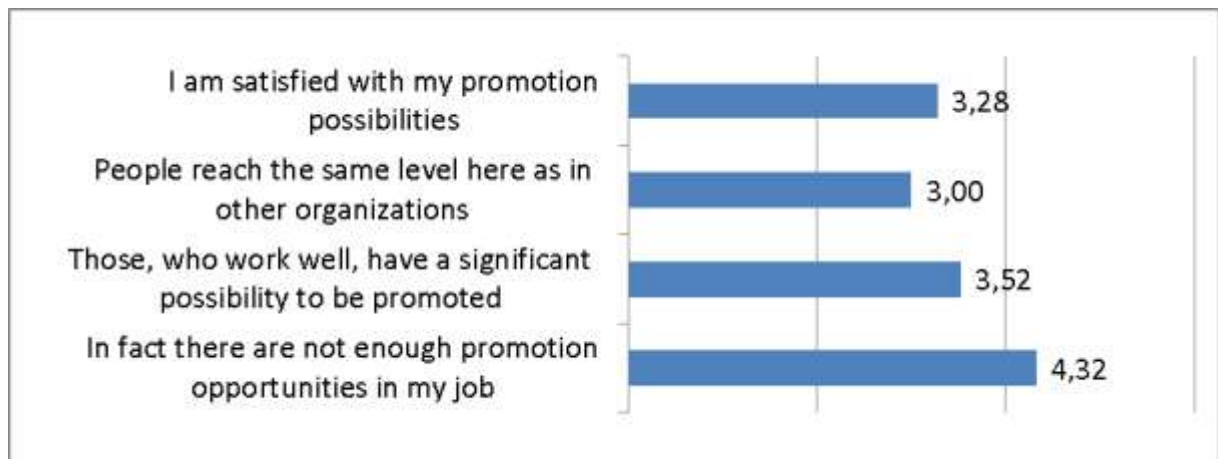


Figure 6. **The assessment averages of sub-scales on promotion opportunities statements**

Based on the findings of the research, it is advisable for the management to consider how employee satisfaction could be increased in this aspect of work. Perhaps it is possible to explain the promotion opportunities to employees when they are recruited, or to organize annual talks (between managers and employees), that can be used to find out the employees' expectations, wishes and suggestions, to take into account employees' motivation and desire to improve, to study, and to pursue career heights. It is possible to work out career plans to the employees.

Management (satisfaction with their direct supervisor) is also assessed contradictory by the research participants - they do not feel either satisfaction or dissatisfaction with this aspect of work (the average score is 15.8 points). The employees of the farmer's farm only partially agree that their direct supervisor is competent enough to carry out his work. The farm managers should pay attention to this aspect of the work - it is advisable to find out the competences and

abilities of the employees' supervisors to manage and perform their direct work. The employees of the farmer's farm only partially agree that their direct supervisor is just to them. This should again draw the managers' attention to managerial and communication competencies. The research participants are not sure if their direct supervisor is interested in the feelings of his subordinates - it can be argued that in general the research participants partially agree that their direct supervisor is not too interested in the feelings of his subordinates.

The farm employees partly agree that they like their direct supervisor (see Figure Chart 7). Thus, generally assessing this aspect of work, it is noted that, although on average its significance is close to satisfaction in this aspect, nevertheless, it is necessary to assess managerial and subject (professional) competencies of managing staff. Taking into account the results of the assessment, it is possible to encourage managing staff to develop their qualification, improve their skills and abilities.

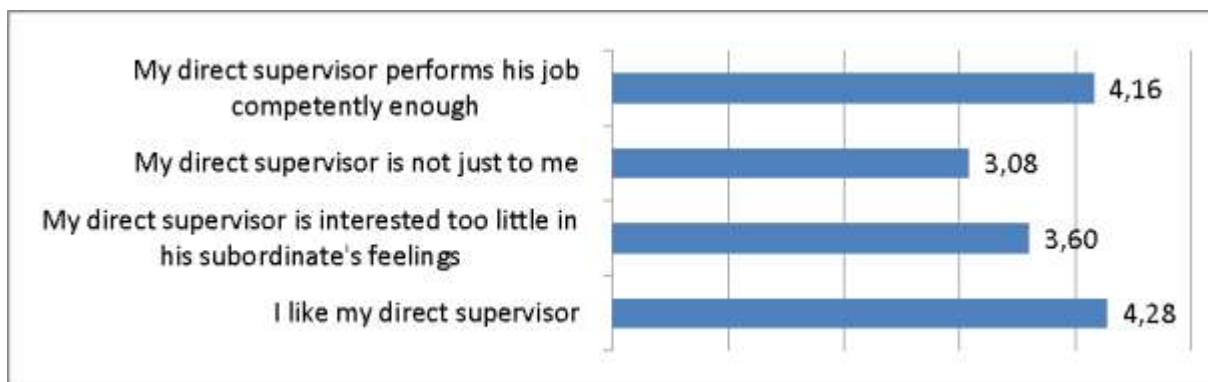


Figure 7. **The assessment averages of sub-scales on management statements**

Fringe benefits (bonuses, convenient work schedule, leisure time organized by the farm, etc.), i. e. satisfaction with additional tangible benefits is assessed controversially - neither satisfaction nor dissatisfaction is felt (the assessment average score is 13.56 points). The employees of the farmer's farm, who participated in the survey, partially agree that they are not satisfied with fringe benefits (what

the workplace provides next to the salary received), which they receive for their job. The research participants partially disagree with the fact that the benefits they receive are as good as in other organizations. The farm employees also only partially agree that the benefits they receive are fair, and that they do not receive some benefits they should receive (see Figure 8).

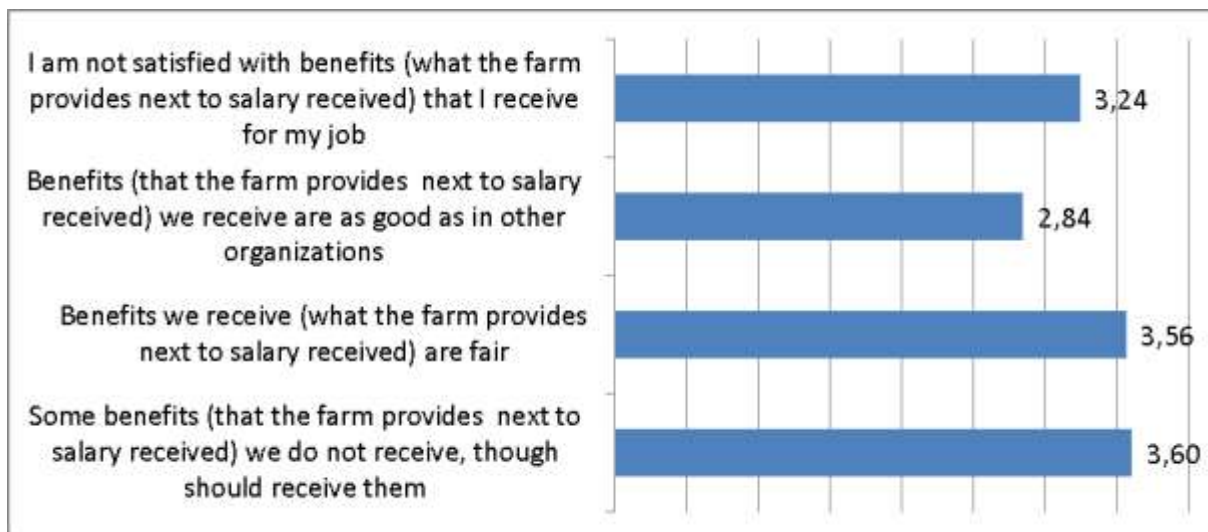


Figure 8. **The assessment averages of sub-scales on fringe benefits statements**

**Contingent rewards** (recognition, evaluation, i.e., satisfaction with evaluation, recognition, respect and other awards for good work) is assessed controversially by the farmer's farm employees who

participated in the research - neither satisfaction nor dissatisfaction is noticed (the assessment average score is 13.4 points). The research participants only partially agree that when they are doing well, they receive

an appropriate contingent rewards, that their work performed is valued, they receive few awards (incentives),

and their efforts are not adequately remunerated (see Figure 9).

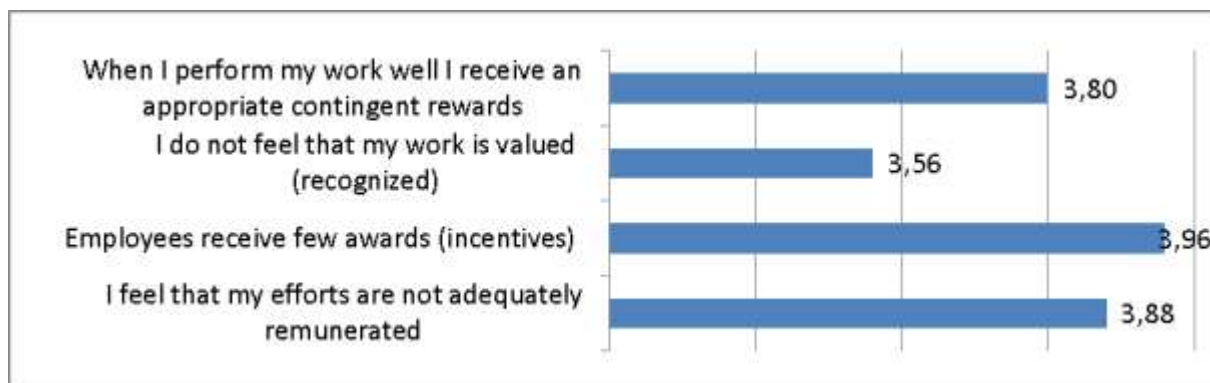


Figure 14. **The assessment averages of sub-scales on contingent rewards statements**

Taking into account the opinion expressed by the employees, it is advisable for the management of the farm not to avoid verbal inducements, praises for employees who have done their job well, possibly to find money (or partially cover expenses) for the most industrious, well-working employees' trips, thus showing that their work is valued, they are important for the farm.

Operating conditions (satisfaction with rules, procedures, work policies and strategies) are considered

controversial by the farmer's farm employees - neither satisfaction nor dissatisfaction is noticed (the average of the assessment score is 13.32 points). The participants of the research partially agree that a lot of rules and procedures make work difficult, they have to do too much work and their job involves too much paperwork. They partly disagree that bureaucracy rarely hinders their efforts to perform work well (see Figure 10).

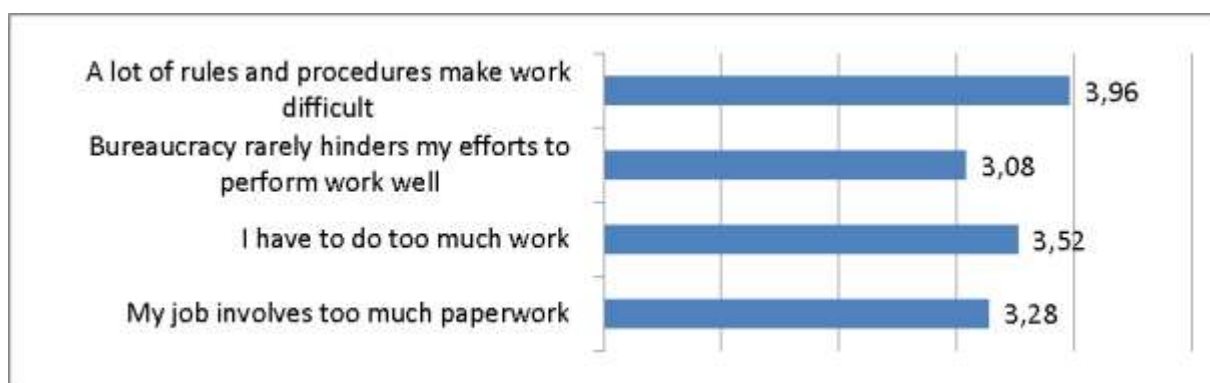


Figure 10. **The assessment averages of sub-scales on operating conditions statements**

In order to increase employee satisfaction in terms of operating

conditions, it is advisable to review existing rules, procedures and to

correct them after clarifying with the employees what specifically would facilitate their work. If the employees feel that they are doing too much work, perhaps it is necessary to review their job descriptions together with them, and find out what tasks must be performed by the employees.

The farm employees are satisfied with the people they work with (the average score is 16.36 points). This is

one aspect of the work that the farm employees feel satisfied with. They agree that they like the people they work with, like their collaborators. The employees also partly disagree that there are too many conflicts and disputes in their work. However, the research participants partially agree that due to the lack of competence of their colleagues, they have to work harder (see Figure 11).

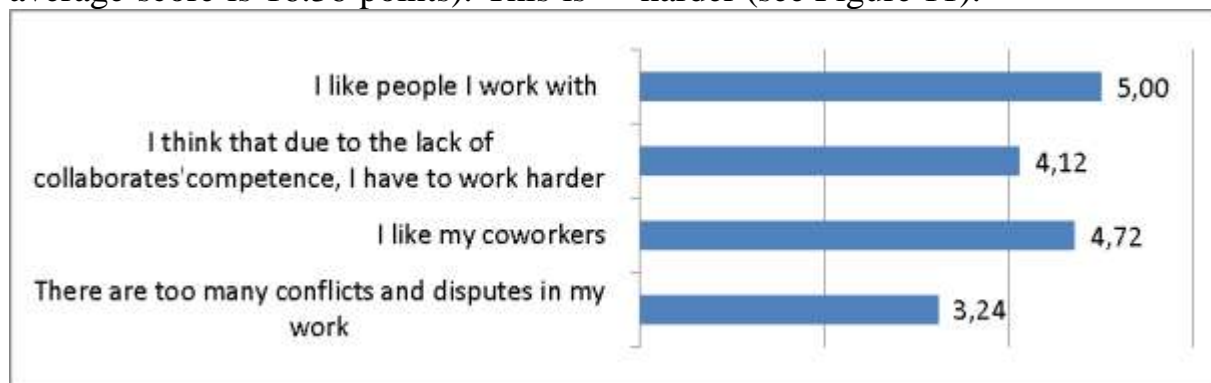


Figure 11. **The assessment averages of sub-scales on coworker statements**

Thus, conflicts and disputes between the employees are rare on the farmer's farm, the employees get on with one another, and, as seen from the research data, help each other when they see that something is wrong, and think that the coworkers can not do it due to the lack of competence. Perhaps some employees lack qualifications and education (72 percent of the research participants indicated that their work is not related to education they acquired), and it is advisable for the management of the farm to organize training or refresher courses in order to ensure that all employees are skilled and able to carry out the tasks delegated to them.

The farmer's farm employees, who participated in the research, indicated that they were satisfied with the nature of work, i.e. they feel satisfied with the kind of work they do

(the average score is 17.52 points). This is the most appreciated aspect of job satisfaction. The research participants partially disagree sometimes feeling that their work is useless, i.e., nevertheless, they sometimes think about doing a useless job. However, the farm employees partially agree that they feel proud of the work they do and agree that they like what they do in their work, and that their work is pleasant to them (see Chart 12). Taking into account the findings of the research (due to the feeling that the job is useless), and in order to further increase the satisfaction of the farm employees in this aspect of the job, it is advisable to work with the employees to find out what goals (vision) the farm seeks, what objectives have been set for achieving these goals, how they are beneficial for the farm employees and

the whole farm, as well as to be aware of the mission of the farm

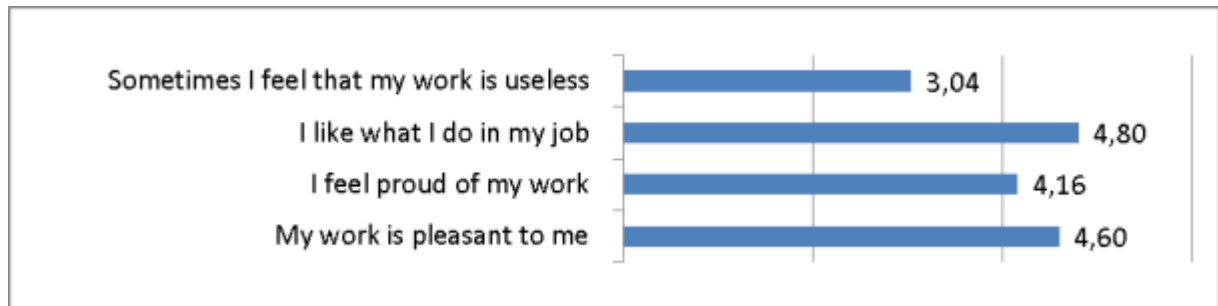


Figure 12. **The assessment averages of sub-scales on the nature of work statements**

Relationships at work (communication, i.e., satisfaction with information sharing on the farm) on the farmer's farm have been controversially assessed by the employees – they feel neither satisfaction nor dissatisfaction with this aspect of the work (the average score is 13.84 points). As the results of the research show, not all farm workers have clear farm goals, which has already begun to be clarified when analyzing the aspect of the nature of work. Therefore, as mentioned above, it is necessary to analyze the goals of

the farm together with the employees, explain to the employees what is the purpose and benefits of achieving the goals.

The research participants partially agree that communicating (transferring work-related information) on the farm is effective, that they often feel unaware of what is going on inside the farm. Similarly, as the survey data show, there are not always enough explanations for the employees on job assignments (see Figure 13).

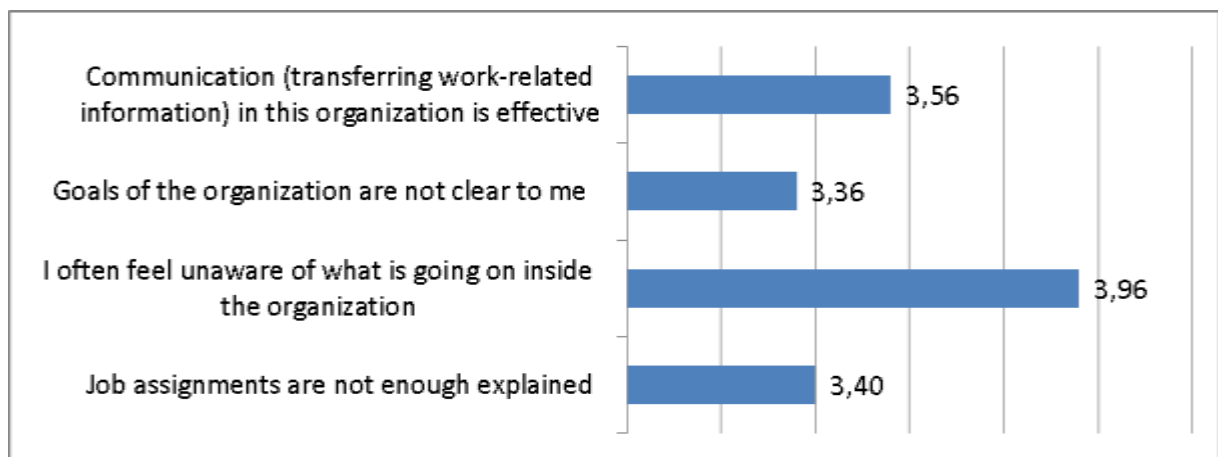


Figure 13. **The assessment averages of sub-scales on relationships at work (communication) statements**

Taking into account the communication assessment, and in order to increase the satisfaction of

farm employees in this aspect of the work, it is advisable to improve communication between the

management and the employees, to delegate job assignments clearly to the employees.

## **Conclusions and recommendations**

Job satisfaction is related to the organization's progress, profitability, competitiveness and success. The farmer's farm employees are neither satisfied nor dissatisfied with their work, i.e. their opinion is controversial. Analyzing individual aspects of job satisfaction, it was obtained that the research participants are satisfied with their coworkers and the nature of work, i.e. the kind of work they do. For all other aspects of work, the opinion of the research participants is controversial - they do not feel either satisfaction or dissatisfaction with these aspects of work.

In order to increase the employees' job satisfaction, the following points are recommended for the managers of the farmer's farm:

- to explain to the employees when the pay rise is expected, what it depends on, and it is advisable to emphasize to the employees that they are valued for doing their work;

- to explain promotion possibilities to the employees when they are recruited or to organize annual talks (between managers and employees) that could help to identify employees' expectations, preferences and suggestions, take into account employees' motivation and desire to improve, study, and to pursue career

heights. It is possible to work out career plans for the employees;

- to find out the competencies and abilities of the management staff to manage and perform direct work, to promote their qualification in the subject field as well as in management and communication;

- not to avoid verbal inducements, praises for the employees who have done their job well, to find money (or partially cover expenses) for the most industrious, well-working employees' trips, thus showing that their work is valued, they are important for the farm.

- to motivate the employees by providing them with additional benefits (additional benefits can be identified through employee surveys);

- to review existing rules, procedures, job descriptions and to adjust them after clarifying with the employees what specifically would facilitate their work.

- to organize training or refresher courses in order to enable all staff to be qualified and able to carry out the tasks assigned to them;

- to find out together with the employees what goals (vision) the farm seeks, what objectives have been set for achieving these goals, how they are beneficial for the farm employees and the whole farm, as well as to be aware of the mission of the farm;

- to improve communication between the managers and the employees, to delegate job assignments clearly to the employees.

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**БАТРАНАК, ГЕНАДИЙ** – абсолвент програмы Управління бізнесом, Маріямпольська колегія (Маріямполе, Литва)

E-mail: genadijb@gmail.com (Маріямполе, Литва)

**ГІЛЮВЕНЕ, ВЕРГІНІЯ** – лектор, Маріямпольська колегія (Маріямполе, Литва)

E-mail: virginija.giliuviene@mkolegija.lt, ORCID 0000-0001-7201-6237

### **ЗАДОВОЛЕНІСТЬ ПЕРСОНАЛУ РОБОТОЮ: ЕМПІРИЧНЕ ДОСЛІДЖЕННЯ**

**Анотація.** Задоволеність роботою є одним з найбільш досліджуваних об'єктів в дослідженнях організацій і однією з самих складних сфер, з якою стикаються сучасні керівники, намагаючись подолати плінність персоналу та зберегти кращих співробітників. Велика плінність кадрів у результаті незадоволеності роботою може здійснити негативний вплив на фінанси підприємства, так як вербування персоналу, їх навчання, перепідготовка не тільки коштують дорого, але й займають багато часу. Крім того, задоволені співробітники, як правило, більш продуктивні, більш креативні і більш прихильні своїм роботодавцям. Роботодавці все частіше фокусують увагу на співробітників, їх очікуваннях і задоволеності роботою. Задоволеність роботою виступає все більш активною темою, постільки протилежна ситуація загрожує втратою висококваліфікованих спеціалістів і, як правило, ринкових позицій. Таким чином, задоволеність роботою пов'язана з прогресом, прибутком, конкурентоспроможністю та успіхом організації. **Методологія дослідження.** Мета дослідження - проаналізувати задоволеність персоналу роботою у фермерському господарстві. Методи дослідження - це кількісні методи аналізу персоналу. Для досягнення цілі дослідження був обраний кількісний метод дослідження, постільки метою виміру домінуючого явища є задоволеність роботою. Обраний метод збирання даних допоміг описати досліджуване явище, отримати якомога більше інформації, щоб досягти цілей дослідження. **Висновки і рекомендації.** Дослідження виявило, що думка персоналу є суперечливою. Аналізуючи окремі аспекти задоволеності роботою, було встановлено, що учасники дослідження задоволені своїми співробітниками та характером роботи. Згідно інших аспектів дослідження думка суперечлива - працівники не відчують задоволеності, але й не відчують незадоволеності. Намагаючись пояснити та посилити задоволеність працівників роботою, ми рекомендуємо покращити комунікацію між керівництвом та працівниками.

**Ключові слова:** робота, персонал, роботодавець, мотивація, задоволеність роботою.

**БАТРАНАК, ГЕННАДИЙ** – абсолвент програмы Управления бизнесом, Маріямпольская коллегія (Маріямполе, Литва)

E-mail genadijb@gmail.com, (Маріямполе, Литва)

**ГИЛЮВЕНЕ, ВЕРГИНИЯ** – лектор Маріямпольской колллегии (Маріямполе, Литва)

E-mail: virginija.giliuviene@mkolegija.lt, ORCID 0000-0001-7201-6237

## УДОВЛЕТВОРЕННОСТЬ ПЕРСОНАЛА РАБОТОЙ: ЭМПИРИЧЕСКОЕ ИССЛЕДОВАНИЕ

**Аннотация.** Удовлетворенность работой является одним из наиболее часто исследуемых объектов в исследованиях организаций и одной из самых сложных областей, с которой сталкиваются сегодняшние руководители, стремясь избежать текучести персонала и сохранить лучших сотрудников. Большая текучесть кадров в результате неудовлетворенности работы может оказать негативное влияние на финансы предприятия, так как вербовка персонала, их обучение, переподготовка не только дорого стоит, но и отнимает много времени. Кроме того, удовлетворенные сотрудники, как правило, более продуктивны, более креативны и более привержены своим работодателям. Работодатели все чаще фокусируются на сотрудниках, на их ожиданиях и удовлетворенности работой. Удовлетворенность работой становится все более актуальной темой, поскольку противоположная ситуация угрожает потерей высококвалифицированных специалистов и, следовательно, рыночных позиций. Таким образом, удовлетворенность работой связана с прогрессом, прибылью, конкурентоспособностью и успехом организации. **Методология исследования.** Цель исследования - проанализировать удовлетворенность персонала работой в фермерском хозяйстве. **Метод исследования** - это количественное исследование. Для достижения цели исследования была выбран количественный метод исследования, поскольку целью является измерение доминирующего явления - удовлетворенность работой. Выбранный метод сбора данных - письменный опрос - помог описать исследуемое явление, получить как можно больше информации, чтобы выявить цель исследования. **Выводы и рекомендации.** Исследование выявило, что мнение персонала противоречиво. Анализируя отдельные аспекты удовлетворенности работой, было установлено, что участники исследования удовлетворены своими сотрудниками и характером работы. По всем другим аспектам исследования мнение противоречиво - они не чувствуют удовлетворенности но не чувствуют и неудовлетворенности. Стремясь выяснить и усилить удовлетворенность сотрудников, рекомендуется улучшить коммуникацию между руководством и сотрудниками.

**Ключевые слова:** работа, персонал, работодатель, мотивация, удовлетворенность работой.

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