MANAGER'S ROLE IN RAISING THE LEVEL OF JOB SATISFACTION

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Abstract. *Organizations, as a complex systems, in the structure of their subsystems have the human or social subsystem. It is a subsystem that has a significant influence on the functioning of the organization and its competitiveness. The quality of the social organizational subsystem is determined by the quality of the different variables that the subsystem includes. Job satisfaction is one of these variables. It is a variable that can have an adequate impact on the effectiveness and efficiency of the organization, as well as on its performance. The aim of the authors of this paper is to point out the nature, the significance, causes and consequences of job satisfaction, as well as the role of managers in raising the level of these organizational variables.*

Key Words: *job satisfaction, staff, management, organization*

INTRODUCTION

Human behavior, in general, is determined by the nature of human attitudes (Simić, 2013, 188). Attitude is the appropriate disposition or tendency of an individual to respond to the stimuli from the environment in a positive or in a negative way (Bowditch, Buono, 1990, 94). Attitude can be defined as the evaluation of people, objects or ideas, which results in a positive or negative reactions to what is measured (Aronson, Wilson, Akert, 2005, 217). Job satisfaction is one of the most often studied human attitudes related to the job (Fraňek, Vačeřa, 2008, 63). Among other things, the reason for this is the fact that the modern organizations consider that their most valuable resources are their employees. Therefore they are aware of the fact that they can not reach the desired level of competitiveness if their employees, among other things, are not satisfied with the job they perform within the organization.

1. THE NATURE AND THE IMPORTANCE OF JOB SATISFACTION

Job satisfaction is a complex concept that can be accessed from a variety of aspects and that is interpreted in different ways by various authors. For example, there are theorists who identified job satisfaction with motivation. However, one should bear in mind the fact that job satisfaction is not the same as motivation. Job satisfaction can contribute to raising the level of employee motivation, but it is not always the case (Mullins, 2010, 700).

In the opinion of a number of theorists (Mullins, 2010, 700; Luthans, 2008, 141; Saari, Judge, 2004, 396), job satisfaction is, to a greater extent, the appropriate attitude and reflects the internal state of the individual. However, this does not mean that the two terms ("job satisfaction" and "motivation") can be used interchangeably. In fact, attitudes are broader categories in relation to job satisfaction, and job satisfaction is only one of the subgroups of human attitudes. It is the subgroup of human attitudes concerning the way in which individual evaluates the work done.

In mentioned theoretical circumstances, the most important definitions of job satisfaction are created. For example, Edwin A. Locke defines job satisfaction as a pleasurable or positive emotional state that is a consequence of the way in which individual evaluates their own job or their own experience (Locke, 1976, 1304). Authors Daniel Feldman and Arnold Hugh state that job satisfaction is the amount of positive feelings that an individual has in his job (Feldman, Arnold, 1983, 192). On the other hand, Robert Kreitner and Angelo Kinicki describe job satisfaction as an affective or emotional response of individuals to different aspects of the job they perform (Kreitner, Kinicki, 1995, 159). Keith Davis and John W. Newstrom believe that job satisfaction is a set of favourable or unfavourable feelings that employees have in relation to the work that they perform (Davis, Newstrom, 1989, 176). Andrew DuBrin said that job satisfaction is the amount of satisfaction one experiences doing their job (DuBrin, 1988, 58). Simply put, job satisfaction is a level of satisfaction that one feels while performing a particular job.

The level of job satisfaction could be lower or higher. However, determining the specific level of job satisfaction is not so simple. Among other things, it is complicated by the fact that theory offers different measures of job satisfaction. Some of the best known are (Judge, Klinger, 397-398):

1. The Job Descriptive Index (JDI) - assesses job satisfaction with five different job areas: pay, promotion, coworkers, supervision, and the work itself (Smith et al., 1969);
2. The Minnesota Satisfaction Questionnaire (MSQ) - has its long and short forms (Weiss, Dawis, England, Lofquist, 1967);
3. Brayfield and Rothe's (1951) Five Items Job Satisfaction Scale - includes five items:
   (1) I feel fairly satisfied with my present job;
   (2) Most days I am enthusiastic about my work;
   (3) Each day at work seems like it will never end;
   (4) I find real enjoyment in my work;
   (5) I consider my job to be rather unpleasant.
4. Judge, Boudreau, and Bretz's (1994) a Three-item Measure of Job Satisfaction (Figure 1).

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┌──────────────────────────────────────────────────────────────────────────┐
│  1. ALL THINGS CONSIDERED, ARE YOU SATISFIED WITH YOUR PRESENT JOB? (circle one)  │
│                                                                            │
│              YES                    NO                                      │
│                                                                            │
│                                                                            │
│  2. HOW SATISFIED ARE YOU WITH YOUR JOB IN GENERAL?                         │
│                                                                            │
│       VERY           SOMEWHAT                    SOMEWHAT         VERY       │
│    DISSATISFIED     DISSATISFIED     NEUTRAL      SATISFIED     SATISFIED    │
│                                                                            │
│        (1)              (2)            (3)          (4)            (5)       │
│                                                                            │
│                                                                            │
│  3. BELLOW, PLEASE WRITE DOWN YOUR BEST ESTIMATES ON THE PERCENT OF TIME YOU FEEL SATISFIED, │
│  DISSATISFIED, AND NEUTRAL ABOUT YOUR PRESENT JOB. THE THREE FIGURES SHOULD ADD UP TO EQUAL 100%. ON │
│  THE AVERAGE:                                                               │
│        * THE PERCENT OF TIME I FEEL SATISFIED WITH MY PRESENT JOB _____ % │
│        * THE PERCENT OF TIME I FEEL DISSATISFIED WITH MY PRESENT JOB _____% │
│        * THE PERCENT OF TIME I FEEL NEUTRAL WITH MY PRESENT JOB _____%      │
│                                    TOTAL _____%                  │
└──────────────────────────────────────────────────────────────────────────┘
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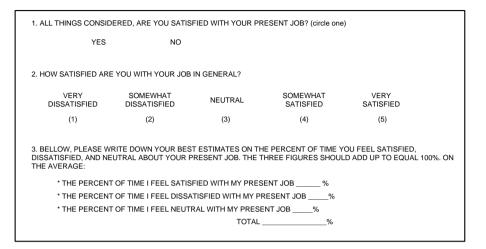
Fig. 1 A three item measure of job satisfaction (Judge Boudreau, Bretz)
Source: Judge, Klinger, 398

Depending on the level of job satisfaction, its effects can be positive or negative. In any case, they are numerous and heterogeneous, which leads to the conclusion that the importance of job satisfaction in the organization may be multiple. In general, the impact of job satisfaction on the functioning of the organization and its employees, could be analyzed from several aspects. Among the most important are human-behavioral and economic aspects of job satisfaction. Although they are closely related and intertwined, their partial analysis contributes to a more accurate perception of specific consequences that job satisfaction or dissatisfaction can lead to (Figure 2). The most complex group of consequences, which may result in appropriate level of job satisfaction or dissatisfaction, are those of the human-behavioral nature. These are the consequences that primarily reflect the psycho-physical state of employees (e.g. monotony, physical effort, fatigue, mental stress, etc.) and the expression of different forms of employee's behavior. For example, low levels of job satisfaction can be one of the causes of the monotony at work, increased physical and mental fatigue of workers, pronounced mental stress in employees, etc. These psycho-physical manifestation of job dissatisfaction may be reflected in different behavioral aspects of organizational life. Thus, for example, as a result of increased job dissatisfaction, the organization may exhibit pronounced tendencies of absence from work, leaving the organization, being late for work, loss of co-operation among staff, frequent complaints by disgruntled workers and the like. Although the cause of the above problems should not only be the level of job satisfaction, in situations where the other agents can be excluded, it is expected that higher levels of job satisfaction will lead to a significant reduction or complete elimination of the above-mentioned problems.

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┌─────────────────────────────────────────────────┐
│        CONSEQUENCES OF JOB DISSATISFACTION        │
└─────────────────────────────────────────────────┘
        ┌───────────────────────┐       ┌───────────────────────┐
        │   HUMAN-BEHAVIORAL    │       │       ECONOMIC        │
        └───────────────────────┘       └───────────────────────┘

  ┌─────────────────────────────┐   ┌─────────────────────────────┐
  │  PSYCHO-PHYSICAL STATE OF    │   │                             │
  │         EMPLOYEE:            │   │   INDIVIDUAL PERFORMANCE     │
  │          monotony           │   │                             │
  │       physical effort       │   │      ORGANIZATIONAL         │
  │           fatigue           │   │        PERFORMANCE          │
  │        mental stress        │   │                             │
  │                             │   └─────────────────────────────┘
  │   EMPLOYEE'S  BEHAVIOR:      │
  │       absence from work     │
  │    leaving the organization │
  │          late for work      │
  │ loss of cooperation between staff │
  │       frequent conflicts    │
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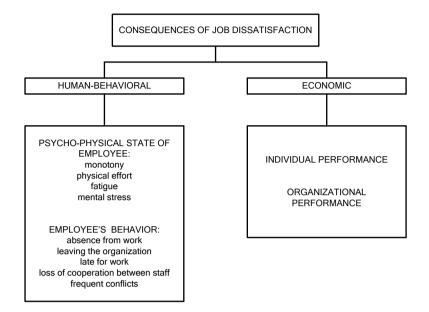
Fig. 2 Consequences of job dissatisfaction

Practically inseparable with respect to the human-behavioral is the economic aspect of job satisfaction. This aspect refers to all economic (positive or negative) consequences that job satisfaction or dissatisfaction express in relation to the organization. Although these consequences could be analyzed in the context of the impact that job satisfaction has on the productivity, the quality and quantity of products or services etc., all of them, in combination with the above-mentioned consequences of human-behavioral aspects, have a corresponding impact on the overall performance of the organization.

The problem of the relationship between job satisfaction and performance of employees was the subject of numerous studies. Interestingly, the conducted research has offered a lot of variety and non particularly convincing results (see: Iffaldano, Muchinsky, 1985, 251-273). Only the meta-analysis conducted by Tim Judge and his colleagues has shown that there is a positive, though not particularly significant (.30) correlation between the level of job satisfaction and performance of employees (Luthans, 2008, 145).

2. FACTORS OF JOB SATISFACTION

The positive impact of job satisfaction on various aspects (human, behavioral, economic) of organizational functioning, suggests that organizations and their managers must make reasonable efforts aimed at raising the level of job satisfaction. To achieve this, it is necessary to know the various factors that may influence the increase or decrease in the level of job satisfaction.

Starting from the key factors that influence job satisfaction, the literature offers three different approaches to job satisfaction. These are (Judge, Klinger, 398-399):
    a) Situational approach to job satisfaction,
    b) Dispositional approach to job satisfaction, and
    c) Interactive approach to job satisfaction.

The Situational approach to job satisfaction suggests that job satisfaction is derived from the job characteristics. In contrast, the Dispositional approach to job satisfaction suggests that certain relatively stable characteristics of a person influence job satisfaction independently of the job characteristics and situation. The Interactive approach to job satisfaction suggests that the fit between the enviornment and the characteristics of a person influences job satisfaction. This approach is also known as the Person-Enviornment Fit (Fraňek, Vačeřa, 2008, 66).

In general, the factors that lead to strengthening or to a decline in the level of employees' job satisfaction, can be classified into three groups (Figure 3). One could be described as a group of individual or intrapersonal factors of job satisfaction. The second group of factors of job satisfaction are the appropriate organizational factors. The third group of job satisfaction factors are the so-called environmental factors.

Fig. 3 Factors of Job Satisfaction

Intrapersonal or individual factors of job satisfaction include different variables that are peculiar to the individual. This group of factors includes: the nature of personality

(manifested through different dimensions of personality, such as: extraversion, conscientiousness, agreeableness, openness to new experience and neuroticism), biographical characteristics of the individual (sex, age, social background, marital status and so on), their level of education, experience, different sets of personal skills (physical, intellectual), individual expectations, the level of life satisfaction and the like.

Results of some research showed that the different dimensions of personality may be related to the degree of job satisfaction. Thus, Barrick Murray R. and Mount Michael K. found that conscientiousness, as a dimension of personality, may be a valid indicator of the potential level of job satisfaction (Barrick, Mount, 1991, 1-26). Similar results are obtained by Mount Michael K. and his colleagues Judge Timothy A., Haller Deborah (Judge, Haller, Mount, 2002, 530-541). Also, in research examining the relationship between personality dimensions and job satisfaction, conducted in the pharmaceutical industry in Turkey, the authors Tesdimir Yeki M., Asghar Yaheer Muhammad and Saeed Sana have found that between four out of five personality dimensions contained in the Big Five model of personality, and the degree of job satisfaction, there is a significant positive correlation. According to this study, the correlation between job satisfaction and Neuroticism (a personality dimension) is negative (Tesdimir, Asghar, Saed, 10-11).

Sex is also one of the variables that, according to certain theorists, is associated with the level of job satisfaction. And while some studies have shown that males exhibit a higher level of job satisfaction (Lee), there are some studies that have denied this kind of correlation (Tesdimir, Asghar, Saed, 13). Some surveys have even shown that females exhibited higher levels of job satisfaction compared to males (Clark, 1997, 341-372).

Different results were obtained on the basis of research devoted to analyzing the impact of age of employees on the level of their job satisfaction. Some studies have shown that the level of job satisfaction decreases with the increase of age (see: Robbins, 2001, 24; Olorunsola, 49), while another study has indicated that job satisfaction rises to fifty or fifty-nine years of age, when it starts to decline (Saleh, Otis, 1964, 425-430).

A considerable number of previous studies devoted to job satisfaction takes into account the impact of man's life satisfaction on the level of his job satisfaction (Judge, Watanabe, 1994; Tait, Padgett, Baldwin, 1989). The results of these studies are shown that between these two variables there is a significant positive correlation. In fact, researchers have found that between the degree of job satisfaction and pleasure of individual's private life, there is a strong interaction. This is explained by the fact that the man's work is an integral part of his life and that these two variables are virtually inseparable (Saari, Judge, 2004, 398).

Researches devoted to job satisfaction are so numerous and diverse that among them there are those which examine the possible impact of human genes on the level of job satisfaction. One such study is conducted at the University of Minnesota. This research is concerned with testing the degree of job satisfaction among pairs of identical twins, who did not grow up together. This study showed that, to some extent, job satisfaction can be attributed to a person's genetic factor (Vecchio, 2003, 268).

A very important and quite interesting factor of job satisfaction is the level of employee's life satisfaction (of his private life), as well as their ability to coordinate their private life and business obligations. Discrepancy on this route, whether it is caused by excessive demands and expectations in the sphere of private or business life, will have a negative impact on the level of employee satisfaction (see: Calvo-Salguero, Carrasco-Gonyales, Salinas-Martinez, 2010, 1248).

Different organizational factors can affect the level of satisfaction at work. Among theorists there is no firm consensus on specific organizational factors whose influence on the level of job satisfaction could be characterized as critical. For example, Laurie J. Mullins believes that, although different organizational factors (the size of organization, formal organizational structure, structure of informal organizational relationships, organizational technology, management system, leadership style, working conditions, organizational culture, the quality of interpersonal relationships, etc.) can affect the level of job satisfaction, the special influence is achieved by the following factors (Mullins, 2010, 705):

- contributing to increase of the level of job satisfaction, such as: the diversity of jobs, inconspicuous surveillance, increase of accountability, opportunity for advancement, information on the achieved results;
- contributing to the decline of the level of job satisfaction, such as: unclear objectives, poor communication, lack of reward, job insecurity.

Exploring the results obtained on the basis of more than 3000 researches, Robert P. Vecchio stated that especially influential factors of job satisfaction are: hierarchical position one occupies in the organization, the length of time spent in the organization, and even the race that the individual belongs to (Vecchio, 2003, 266-267). Although the race is not an organizational factor of job satisfaction, because of its close relationship to the other two mentioned factors which belong to the organizational factors, they will be analyzed together.

Robert P. Vecchio says that the results of those studies showed that employees at higher hierarchical position in the organization demonstrated a higher level of job satisfaction compared to the employees who are at lower hierarchical positions. Also, those members who are working, for a long time, in a specific organization, express higher levels of job satisfaction in relation to employees who spend less time in the organization. Finally, Vecchio says that various surveys showed that Afro-american employees are less satisfied at work compared to Euro-american workers.

Of course, the insight into the impact of these factors on the level of job satisfaction does not mean that they should be taken "for granted". It is necessary to bear in mind that among these, as well as the many other factors of job satisfaction, there is interdependence. Thus, for example, for decades, Afro-american employees have occupied the lower positioned jobs, compared to workers of Euro-american origin. In these work places Afro-american workers have stayed significantly shorter compared to Euro-americans who are, at a higher hierarchical positions, trying to stay as long as possible (Vecchio, 2003, 266-267).

Over time, a number of theorists have concluded that the key factors of job satisfaction can be identified as following (Luthans, 2008, 142):

a) The work itself, i.e. the nature of the particular work that an individual performs. Among other things, this factor includes the extent to which a specific job is interesting and challenging to an individual, the degree to which the job provides the opportunity for an individual to keep abreast of new things or makes him/her responsible.

b) Earnings, i.e. the amount of financial compensation that an individual receives for the work he performs in the organization. This factor also involves the degree to which an individual is considering fair compensation they receive for their work, when compared to the earnings received by the other members of the organization.

c) Opportunities for advancement of a member of the organization, either in terms of those opportunities that are based on years spent within the organization, or on the achieved performance.
d) Supervision, i.e. the management style of surveillance of employees, which is reflected in the ability of a "supervisor" to ensure appropriate technical and behavioral support to the "supervised". Besides reviews of what employees are doing, this factor involves the degree to which the "supervisor" takes into account and respects the personal interests of employees, the degree to which he/she provides them with the necessary assistance, information and advices.
e) Collegiality reflects the attitude of other members of the organization to the particular employee. This factor of job satisfaction reflects the degree to which other employees are technically, professionally and socially ready to help their fellow, the degree to which members of the organization trust each other, and the extent to which the members of the organization are fair and correct to each other.

In certain studies (Judge, Church, 2000; Jurgensen, 1978) that were conducted over the years in different organizations and in different jobs, the employees were asked to rank the above-mentioned organizational factors of job satisfaction (the nature of the job, salary, promotion opportunities, supervision, collegiality). The results show that the majority of employees, as the most important factor of job satisfaction, separates the nature of the work that they perform. These results could be a valuable information for managers. Especially, if one takes into account the fact that a number of managers believe that earnings is the most important for employees, and that the salary is the key factor in job satisfaction (Saari, Judge, 2004, 397).

Corporate social responsibility is increasingly associated with job satisfaction. Numerous studies (Turker, 2009, 189-204; Brammer, Millington, Rayton, 2007, 1701-1719) have shown that positive perceptions of employees about the socially responsible behavior of their organizations have positive effects on various aspects of organizational functioning (affect the level of: organizational citizenship behavior, organizational justice, organizational trust, organizational commitment, etc.) Among other things, this perception of social responsibility has a positive effect on employee's job satisfaction (Tziner, Bar, Oren, Kadosh, 2011, 71).

The results of some studies, conducted over the last few decades, also indicating the present interaction between job satisfaction and the level of perceived: organizational trust, organizational justice, organizational commitment and organizational citizenship behavior (Camgoy, Karapinar, 2011; Al-Zu'bi, 2010; Eslami, Gharakhani, 2012; Iranzadeh, Chakherlouy, 2011).

Laurie J. Mullins points out that the ranking of organizational factors of job satisfaction varies depending on the type of organization. He said that the results of research conducted by Simmons T. and Enz C. A. (1995) show that the most important factors of job satisfaction for the employees of health care organizations, are: good salary, job security, and promotion opportunities. On the other hand, some studies that preceded the above, and that had to do with the degree of job satisfaction of employees in manufacturing organizations, showed that, to the employees in this type of organizations, the following factors are important: interesting work, recognition by peers and a sense of belonging to the organization (Mullins, 2010, 701).

The group of external factors of job satisfaction includes many other factors beyond man's personal and organizational environment. Some of these factors are those in the field of economic, social, technological, legal, political and international sector of external organizational environment. Ebru K. points out that certain economic, social and cultural conditions in a particular country may have a corresponding impact on the level of employees' job satisfaction (Ebru, 1995, 22). Certain researches (Saari, 2000; Saari & Erez, 2002) also pointed out that a national culture can also affect the nature of the attitudes of the members of particular nations. It follows that it is possible that the specific features of national culture influence the level of satisfaction of the members of the particular nations.

3. Implications for Managers

The analysis of the importance of job satisfaction refers to the observation that the manager's role in maintaining a high level of job satisfaction, as well as its strengthening, is very important. Managers may use different sets of mechanisms with the aim of raising the level of job satisfaction. Of particular importance are the mechanisms that are in the fields of human resources and organizational behavior.

Almost every phase identified in the process of human resource management (human resource planning, recruitment of new and release of existing employees, selection of recruited candidates, orientation of new members, training staff, evaluating staff performance, developing the systems of compensation and benefits, providing career advancement) (Simić, 2010, 232), provides a wide area of activity with the aim of raising the level of job satisfaction. Also, almost all of the variables identified in the model or organizational behavior (Simić, 2009, 44) represent a potential "space" that a skilled manager can use for the purpose of raising the level of job satisfaction.

The above-mentioned studies, the results of which showed a positive correlation between the four (conscientiousness, agreeableness, extraversion, openness to new experience) out of five dimensions of personality and job satisfaction, as well as the negative correlation between job satisfaction and personality dimension labeled as Neuroticism, should be kept in mind while hiring new staff.

Independently, or with the help of experts, especially psychologists, managers can assess the nature of personalities of those candidates who apply for entry into the organization. In this way they can choose those candidates whose personality traits are conductive to increasing levels of job satisfaction. This means that, in terms of certain personality dimensions of recruited candidates, managers should select those candidates that are characterized by higher levels of conscientiousness, agreeableness, extraversion and openness to new experiences, as well as those with a lower level of Neuroticism.

For existing employees, managers need to look for appropriate mechanisms that may contribute to the strengthening of the dimensions of their personalities that positively correlate with job satisfaction (agreeableness, conscientiousness, extraversion, openness to new experience) as well as to mitigate the degree of Neuroticism of employees, as a particular dimension that correlates negatively with job satisfaction.

Also, information about the positive correlation between life satisfaction and job satisfaction, can be skillfully used by managers to the admission of new members of the organization, as well as for the managing of existing human resources. Selection of those

candidates who are judged to be satisfied with their lives, represent, in terms of raising the level of job satisfaction, a better solution compared to selecting those candidates whose level of life satisfaction is lower. Managers can, also, do the necessary efforts within the existing personnel for the purpose of improving the quality of their lives, i.e. raising the level of their personal life satisfaction. The widest scope of management activities, with the aim of raising the level of job satisfaction is the one positioned within the group of organizational factors of job satisfaction.

Generally, we could conclude that the improvement of almost any of the organizational variables (e.g. organizational structure, organizational culture, organizational technology, human resources, organizational climate, business strategy, etc.) can potentially contribute to increasing the level of job satisfaction within the organization.

The forward analysis of the impact of certain organizational variables on job satisfaction provides more concrete specification of potential activities of managers. With the aim of raising the level of job satisfaction, managers must also carefully and skillfully carry out the selection of new staff. At the very beginning, newly recruited staff should be provided full support, with the aim for them to fit better into the new working environment. This could be done by organizing proper orientation of new organizational members. The goal of the orientation is to provide a sense of safety, comfort and enjoyment of the new members of the organization within the available business comfort of particular organization. Also, the tasks that are delegated to the individual members of the organization, must be in accordance with their knowledge, skills and expectations. Task which are too simple can affect the decrease in the level of job satisfaction. The facts that employees prefer diverse, challenging, responsible and interesting tasks must be skillfully used by managers when they design specific tasks and jobs. Tasks that are delegated to employees must be clear, unambiguous, with precise objectives, supported by relevant information and other resources necessary to achieve them. Among other things, the tasks should be designed to provide an opportunity for further development and further advancement of employees. During the implementation of the tasks it is necessary to provide full support to every member of the organization. Managers are required to provide this type of support to their staff. At the same time, they must ensure that the members of the organizations help and support each other.

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UPRAVLJANJE ZADOVOLJSTVOM POSLOM

Organizacije, kao kompleksni sistemi, u strukturi svojih podsistema, kao dominantan, imaju i ljudski ili socijalni podsistem. U pitanju je podsistem koji ima značajan uticaj na funkcionisanje organizacije i na njenu konkurentnost. Kvalitet socijalnog organizacionog podsistema determinisan je kvalitetom različitih varijabli koje taj podsistem uključuje. Zadovoljstvo poslom jedna je od tih varijabli. U pitanju je varijabla koja može imati odgovarajući uticaj na efektivnost i efikasnost organizacije i na njene performanse. Cilj autora ovog rada je da ukažu na prirodu, značaj, uzroke i posledice zadovoljstva poslom, kao i na ulogu menadžera u povećanju nivoa ove organizacione varijable.

Ključne reči: *zadovoljstvo poslom, zaposleni, menadžment, organizacija.*