
Employee's Satisfaction within the Context of an Organization's Development: Study Results

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Abstract:

Purpose: The study's main objective was to assess employee satisfaction at the University of Technology and Life Sciences in Bydgoszcz. Specific objectives included areas of employee satisfaction, assessing the opportunities for professional development, job motivation, and satisfaction, the opinions on the changes necessary to be undertaken at the University to improve job satisfaction.

Design/Methodology/Approach: The evaluation study was conducted using a survey questionnaire, which was distributed to the employees using an electronic questionnaire via the Limesurvey system, a traditional paper questionnaire, available at the University's lodges, and in a downloadable version available via the INTRA network.

Conclusions: The study showed that the respondents are satisfied, among others, with their professional development at the University, the possibility of using their abilities or competencies, and their achievements.

Practical implications: The study also showed that the respondents are satisfied with the opportunity to acquire knowledge, new skills, and self-fulfillment. In this group of questions, the university employees surveyed rate employment stability the lowest. It is insufficient for 22.32% of the respondents, while for 22.03%, it is sufficient.

Originality/value Satisfaction testing is a valuable tool for streamlining the organization and increasing employee satisfaction.

Keywords: Job satisfaction, job contentment, development in an organization.

JEL Classification: A13, M12.

Research type: Research paper.

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1. Introduction

Currently, such issues as social interest, environmental protection, and relationships with various stakeholder groups are more often taken into account in the development strategies of enterprises. Enterprises undertaken by enterprises, including activities to benefit local communities, employees, or the broadly understood natural environment, fit the sustainable development trend (Czop and Leszczyńska, 2012). Czop and Leszczyńska indicate that "the primary goal, from the perspective of a company, is to achieve harmony in the social, economic and environmental spheres," while sustainable development of a company, implemented internally, is focused, among others, on employees - their development, creation of optimal work conditions. Employees expect insurance of safety at work and opportunities for development, partner relations, and recognition of their achievements, which in turn provides them with professional satisfaction. The issue of job satisfaction has become an essential element of interest for managers at many institutions and organizations and has been widely described in the literature on the subject.

The concepts of job satisfaction and job contentment are used interchangeably in the literature as synonyms. In occupational psychology, for example, job satisfaction signifies "positive or negative feelings and attitudes towards work" (Schultz, Schultz and Kranas, 2011), while in humanist psychology, satisfaction refers to the well-being of an individual, resulting from the fact of employment, which is characterized by optimism, hope and a sense of peace (Dobrowolska, 2010). Other authors similarly treat this concept, identifying it with positive or negative feelings about the work performed and employee expectations (Lu, While, and Barriball, 2005). Job satisfaction, according to E. Locke (as per Springer), is understood as "the result of perceiving one's own work as that enabling achievement of important es from work, provided that these values are in line with the needs or help fulfill basic human needs" (Springer, 2011). According to A. Sowińska, the criterion differentiating the two terms - satisfaction and contentment, is the time of occurrence. Job satisfaction signifies a more extended period of contentment, while contentment refers to a short-term condition (Sowińska, 2004).

In recent years, satisfaction with work has been clearly emphasized because the work environment should be friendly for every employee, and thereby managers can influence its development. According to Juchnowicz, job satisfaction/contentment is both a goal in itself and a measure of the effectiveness of human resource management. What is more, the level of job satisfaction is currently an essential indicator of solid branding. Hence it should become a priority for the management staff. (Juchnowicz, 2014) Research shows that job satisfaction impacts organizational behavior, including - job performance, quality, work discipline, and fluctuation (Bańka, 2007). The data contained in the '2018 Polish Professional Satisfaction' report [original title in PL: *Satysfakcja Zawodowa Polaków w 2018*] (For linguistic clarity, titles of the Polish publications mentioned in the body text of

the article have been translated into English, with the original titles given in square brackets.), prepared based on a survey (survey platform HR.pl), covering 14 critical aspects of company and employment assessment, indicate that, compared to 2016, satisfaction with the organization of work in companies has increased significantly. It is worth adding that almost 7% of the respondents are satisfied with the company's image on the consumer market and the company's image as an employer (Raport Satysfakcja zawodowa Polaków, 2018).

Care for integrated development, including the incorporation of training and support in the employee development programs, allowing employees' potential while supporting their passions, should be the critical issue for managers. Michalak emphasizes that development opportunities are an essential determinant of job satisfaction. This aspect positively affects the value of the entire organization. (Michalak, 2019). Implementation of regular diagnosis of employee satisfaction will allow construction of a solid organizational culture and thus will make it an element of competitive advantage (Mrówka, 2000).

One of the essential features that lead any organization to success is the quality of the human resources. It is well known that where motivation and job satisfaction are, productivity and performance are achieved. Motivation and job satisfaction are paramount in achieving success, which can be seen at the organizational level and any department, project, or plan, thus being an important area of responsibility of management. (Rușeț *et al.*, 2007; Toader, 2007).

2. Research Methodology

The study's main objective was to assess employee satisfaction at the University of Technology and Life Sciences in Bydgoszcz. The study results can promote activities that can increase employee satisfaction and improve the functioning of the University. Specific objectives included areas of employee satisfaction, the assessment of the opportunities for professional development, job motivation, and satisfaction, the opinions on the changes necessary to be undertaken at the University to improve job satisfaction, the University authorities' management, as well as identification of problem areas (Allen and Wilburn, 2002). In order to aim their objective, the authors made the following steps: a review of literature, research study through questionnaires, processing, and analysis of data, conclusions drawing (Artz, 2010).

The evaluation study was conducted using a survey questionnaire distributed to the employees using an electronic questionnaire via the Limesurvey system, a traditional paper questionnaire available at the University's lodges, and a downloadable version available via the INTRA network. As part of an additional study on the Information and Promotion System assessment, individual in-depth interviews were conducted with all employees of the Department of Information and Promotion (DIP), using a structured interview questionnaire (Bigliardi *et al.*, 2012).

Additionally, a detailed analysis of the functioning of the Department, as well as the comments provided, among others, by the Deans, constituted the basis for the development of the survey questionnaire. The survey questionnaire consisted of 20 questions, which enabled feedback on the work environment, the information and communication flow, professional development, and the concept for restructuring the DIP. The questionnaire has four sections (Evaluation of University, Parent unit evaluation, Evaluation of professional development, Assessment of motivation and job satisfaction), each of question is an evaluation scale. Also, the questionnaire contains two questions (one closed question with a single correct answer - Do you see any signs of mobbing at work? Moreover, one open question - What do you think should be changed at the University to improve your job satisfaction?). Three hundred fifty-four employees took part in the survey, which constitutes 31.6% of all employees (Cahill *et al.*, 2015).

3. Results and Discussions

In the opinion of 36.44% of the employees surveyed, its authorities' management was rated satisfactory. Maintenance and security were rated well by 41.24% of the surveyed. Regional promotion of the University was rated as satisfactory by 35.88% and as good by 24.01% of the employees.

The University's website, as an element of promotion, its transparency and timeliness were rated well by 35.03% of the respondents. However, it is worth emphasizing that the analysis carried out about the Department of Information and Promotion and its functioning indicated a need for urgent restructuring. Extensive activities have been undertaken in this respect, including, among other things, an increase of the current employment as well as website management and its modification in visual and functional terms (Kenny, Reeve, and Hall, 2016).

Analysis of the scope of the DIP employees' duties shows that the description of task distribution was incorrect. The organizational structure is illegible because it does not incorporate in the manager's duties the tasks arising, for example, from direct supervision, employee control, or from the control of the tasks they perform (Chileshe and Haupt, 2010).

What is more, each workplace has an individual, detailed job description card. The study showed that internal organization within the Department does not meet its needs, while work organization needs improvement. This results from the extended scope of tasks that often cause stratification of work at insufficient employment.

Analysis of the main factors causing the respondents' work-related stress allows explicit indication of 'time' as the primary source of stress. All surveyed employees determined the factors that cause stress in their current work, which are associated with two factors. The first group is generally related to time, where the surveyed indicated 'work pace,' 'timeliness,' 'time pressure,' or 'tight deadlines.' The second

group of factors includes 'lack of clearly defined responsibilities, 'insufficient technical support, and, above all, 'an insufficient number of employees at the Department' (Bartolo and Furlonger, 1999).

The need to increase the level of employment has also been confirmed by analyzing the tasks implemented by employees in 2017, which practically from the beginning went beyond the real possibility of their efficient and effective implementation. However, it can be said that the employees form an excellent team that supports and motivates each other. When analyzing the results obtained, it should be added that the employees surveyed often emphasized that the fact that they work in a young and well-integrated team. Some of the surveyed stated that the motivation to perform their current job entails: 'work environment,' 'interpersonal relations, employee-supervisor relations,' or the 'atmosphere at the Department - cooperation with the manager' (Groot and Brink, 1999).

According to the employees, as confirmed by the survey, the current state of employment does not allow efficient and timely performance of the tasks entrusted. In terms of task implementation, staff shortages, i.e., relative to the scope of the cooperation with the promotion coordinators at the faculties and the broadly understood popularization of science and about edition and distribution of the University journal 'Format,' can be signaled. Opportunities to participate in training, courses, or postgraduate studies should complete high-quality human resources (Feinstein, 2002).

The specificity of work at the Department requires the continuous acquisition of new skills and knowledge or further development of competencies and qualifications. All the respondents signaled the need for the acquisition of new skills, through participation, for example, in courses or postgraduate studies, which can also serve as a source of non-financial motivation, thus making employees eager to participate in such courses or to undertake further studies (Musriha, 2013). The need for flexible response to the emerging training needs should be considered here, all the more so because the nature of the work performed requires continuous training.

The specificity of the Department's work and the current shortage of staff raises the need to combine specific processes taking place within individual tasks, which may interfere with the implementation of the critical tasks. It is recommended to analyze the institutional and personnel structure in terms of the needs identified. An essential element in any work environment entails whether the work performed is fascinating for a given person because it affects the overall approach to the duties performed. This opinion has been confirmed in this study since all employees found their work interesting (Warr and Inceoglu, 2012). A conclusion, therefore, is that when ensured adequate working and pay conditions, the majority of these employees will remain part of the University's staff resources.

An established pattern of values, norms, beliefs, attitudes, and assumptions that shape people's behavior and manner of accomplishing tasks is the so-called organizational culture. (Armstrong, 2000) It is the organizational culture that is created over a long period. The study showed that the organizational culture was rated very well by all team members. The atmosphere at work is a factor that positively affects the quality of work and the level of employee satisfaction. This is particularly important in terms of the work environment, where such factors may occur as stress, periodic layering of work, high responsibility, and new tasks. The respondents evaluated the work atmosphere at their office according to a 5-point scale, where 5 was the highest rank. The work atmosphere was rated very highly (Rad and Yarmohammadian, 2006).

The flow of information and communication plays a vital role in the efficient and effective implementation of tasks and faculty proxies. Therefore, the respondents were asked to assess the flow of information between departments on a scale of 1 to 5, where 5 meant excellent information flow. Unfortunately, none of the employees rated this area very well. Everyone stated that the flow of information deserves a satisfactory rating (Chang *et al.*, 2009).

Additionally, the respondents stated that more frequent working meetings with the direct superior, i.e., the Vice-Rector for Organization and Development, would significantly improve this area, providing strategic decision-making opportunities (Judge and Klinger, 2007).

Information and communication management requires improvement and inclusion of the departmental proxies for promotion.

External communication is also associated with this area, which requires adequately selected tools and channels of information distribution and promotion.

Internal communication and information flow quality affect the quality and comfort of employees' work, especially those who directly contact the beneficiaries and provide them with information. The employees surveyed have identified convergent types of improvements that they believe should be implemented. The key, most frequently mentioned type of improvement entailed implementing proper information flow and improvement, or even development, of a communication system. Another suggestion was to implement the draft Principles of Cooperation with the University's Department of Information and Promotion. The proposal to develop the Principles of Information Provision via the website, the Fanpage, and the promotional monitors to promote the departments' events or publicize departmental achievements and publish content in the media is noteworthy (Judge and Bono, 2001).

Because information and communication flow has been repeatedly indicated as requiring refinement, it is recommended to thoroughly analyze the solutions used so

far and introduce, in consultation with the proxies, adequate improvements (Apkan, 2013).

In the respondents' opinion, it is necessary to introduce organizational improvements at the Department to ensure the effectiveness of the promotional activities and proper flow of information at the University (Origo and Pagani, 2008). The improvements proposed include:

- an increase of employment,
- alternative division of responsibilities,
- increasing the capability for managing the Department,
- faster reaction on the part of the Supervisor,
- formal arrangement of the Vice-Rector's meetings with the Department,
- development of forms of effective cooperation between the departments,
- extension of the mailing database containing the institutions, organizations, schools, etc. cooperating with University by including the Departments' contacts,
- increased technical support,
- involvement of younger employees and students in representative activities, e.g. during events and celebrations,
- creation of a Volunteer Center.

The employees stated that when difficult situations arise at the University, the first problems sought are those associated with the promotion. Detailed analysis of the DIP's functioning indicates a need for its restructuring. It is necessary to supplement the staff within the existing job positions and employ at least two additional persons (Khuong and Tien, 2013).

Communication on the part of the University authorities, in the employees' opinion, was assessed as sufficient by 27.4% of the respondents. The fact that over 21% of the employees rated the communication methods and manners and the rules for granting awards as very poor, i.e., 28.53% of the surveyed and 23.16% as satisfactory, is noteworthy. The efficiency of the university administration functioning was rated as good by 34.46% of the respondents. The rules for granting awards, set out in the University's regulations, were rated as good in the opinion of 37.57% of the surveyed. The scope of the social and living benefits offered by the University was rated well by 39.27% of the respondents.

The functioning of labor unions was assessed as sufficient by 16.95% of the surveyed, while the fact that 34.46% of the employees selected the 'no assessment' answer is noteworthy. Over 35% of the employees rated the functioning of the internal employee Internet network (intra-University) well, whereas 31.07% of the employees evaluated the functioning of the IT systems used at the University, i.e., USOS, APD, PRIMER, DOCUSAFE, as satisfactory. Adaptation of the library

resources to the needs of the research and teaching staff was rated as good by 32.49% of the surveyed. Over 32% of the respondents claim to have seen the signs of mobbing at the workplace (Moyes, Shao, and Newsome, 2008).

4. Conclusion

When the market success of organizations, including the universities, is determined by the people employed at those institutions, in particular by their knowledge and skills, the development opportunities that these entities get as part of their organization deserve special attention. This may mean that professional development contributes to mutual benefits - the institution provides educated staff and satisfied employees, while employees, besides raising their qualifications, are provided with a sense of satisfaction with tasks they carry out.

The study indicates that it is necessary to increase the University's promotional activities in the region. Because information and communication flow has been repeatedly indicated as requiring improvement, it is recommended to thoroughly analyze the solutions applied so far and introduce adequate forms of practical cooperation.

The employees surveyed assess their motivation well and their job satisfaction very well. Commitment to performance of professional duties has been assessed exceptionally high, as very good, by as many as 44.63% of the respondents. In contrast, employment stability has been rated the lowest by the employees surveyed, i.e., for 22.32% of the respondents, it is insufficient and sufficient for 22.03%.

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