
Impact of Job Satisfaction on Competitive Advantage in SMEs

Submitted 11/09/24, 1st revision 23/09/24, 2nd revision 21/10/24, accepted 30/10/24

Małgorzata Smolarek¹, Joanna Dzieńdziora², Agnieszka Rzepka³,
Magdalena Czerwińska⁴, Julia Boiko⁵

Abstract:

Purpose: This study aims to discern the factors influencing job satisfaction and their correlation with fostering competitive advantage within the context of employee diversity.

Design/Methodology/Approach: Combining theoretical insights with empirical analysis, the research examines factors that influence employee satisfaction and their implications for competitive advantage within small and medium-sized enterprises (SMEs). Employing a quantitative approach, the empirical study explores data collected from 590 employees across SMEs. The research spans four countries in Central and Eastern Europe: Poland, the Czech Republic, Slovakia, and Lithuania.

Findings: The evaluation of job satisfaction among surveyed employees in small and medium-sized enterprises where they are employed indicates that attention to their satisfaction correlates with an enhanced competitive position. The obtained research results indicate a better competitive position of SMEs that are differentiated by gender and age of respondents.

Practical Implications: Employers within the surveyed international enterprises should prioritize employee satisfaction by taking into account that an elevated level of satisfaction could translate into enhanced competitive advantage within the context of employee diversity.

Originality/Value: In a landscape where research on job satisfaction is abundant, relatively few studies concentrate on employees within small and medium-sized enterprises as determinants of competitive advantage amid employee diversity. This article aims to bridge this gap, offering insights into the quantitative analysis and assessment of employee satisfaction as a pivotal determinant of competitive advantage within diverse organizational settings.

Keywords: Job satisfaction, competitive advantage, employee diversity.

JEL codes: L20, O15.

Paper Type: Research article.

¹Humanitas University, Poland, e-mail: malgorzata.smolarek@humanitas.edu.pl;

²WSB University in Dąbrowa Górnicza Poland, e-mail: jdziendziora@wsb.edu.pl;

³Lublin University of Technology, Poland, e-mail: a.rzepka@pollub.pl;

⁴Lublin University of Technology, Poland, e-mail: m.czerwinska@pollub.pl;

⁵Lublin University of Technology, Poland, e-mail: j.boiko@pollub.pl;

1. Introduction

Today, organizations recognize a high level of employee satisfaction, which is closely tied to their morale and diversity, can provide a competitive edge. Job satisfaction manifests through increased effort, dedication to work, and heightened internal motivation.

Therefore, organizations need to implement strategies that will strengthen employee motivation not only through external material incentives but also by fostering employee internal commitment and satisfaction. Satisfied employees are typically motivated, committed, and highly productive individuals.

Their initiative, loyalty to the employer, the positive work atmosphere they create, and a significantly lowered absenteeism make them particularly valuable assets. Research indicates a positive correlation between job satisfaction and the commitment to performing tasks, job stability, service quality, customer loyalty, and enterprise development (Sowińska, 2014, p. 45).

The significance of job satisfaction is also underscored by its impact on competitive advantage within diverse workforces. However, it's important to recognize that attitudes towards work, profession, and organization also significantly contribute to employees' competency potential.

The aim of this study is to identify the factors influencing job satisfaction and their implications for competitive advantage in terms of the diversity of employees of small and medium-sized enterprises (SMEs) in Central and Eastern European (CEE) countries. The research question is: What job satisfaction factors influence the level of competitive advantage within the context of employee diversity?

To address this question, a diagnostic survey method was employed, conducted in SMEs across selected CEE countries including Poland, the Czech Republic, Slovakia, and Lithuania, spanning from February to May 2019.

2. Literature Review

2.1 Satisfaction

In the literature on the subject, numerous models outline the determinants of job satisfaction. Most of these models are attribute-based, presenting various factors that influence job satisfaction. One prominent model, cited by Sikora (2000, p. 37), is Vroom's concept, which posits that professional satisfaction results from several key elements: the perceived value of expected rewards, the assessment of success likelihood, the effort invested in achieving desired outcomes, the fairness of rewards received, and the comparison of rewards with societal norms.

Locke (1976) cited in Springer, (2011) identified several factors influencing job satisfaction such as work that offers intellectual challenge and is manageable for the employee, alignment of personal goals with organizational objectives, physical working conditions that meet the employee's needs and facilitate goal attainment, fair and adequate compensation aligned with individual aspirations, lack of excessive physical workload, respect for fellow employees within the organization, support for balancing personal and professional goals, as well as support for minimizing conflict and role ambiguity.

Other studies have highlighted the positive impact on employee satisfaction of various factors, including: employee autonomy, challenging work assignments, feedback on performance from superiors, availability of work resources, job stability (security) (Vlosky and Aguilar, 2009, pp.1-5).

Bugdol (2006, pp. 155-164) argues that satisfaction in the workplace can be derived from: pay and motivational systems, relationships with superiors and colleagues, perception of the company's market position, opinions about the organization from external sources, character and organization of work tasks.

Lewicka (2010, p. 65) identified three groups of factors influencing employee satisfaction to varying degrees. The first group consists of motivational procedures, superior-subordinate relationships, and knowledge sharing within the organization.

The second group consists of training and development policies, employee evaluations, subjective sense of identity, and the quality of communication within an organization. The third group includes the effectiveness of recruitment and selection procedures, clarity of one's responsibilities, diversity management, discrimination prevention, and conflict resolution.

The literature also suggests that job satisfaction factors can be categorized into three basic groups: organizational, social, and personal (Gros, 2012, p. 115-116). Organizational factors pertain directly to work, such as the type of tasks performed by the employee (e.g., degree of the task's difficulty), remuneration (which should be adequate to employees' duties and commitment), promotion prospects, job security, organizational policies (taking care of employees and their needs) and development policies.

Social factors include those relating to organizational climate (organizations should create a good working climate), mutual respect (refraining from criticism, listening to each other, valuing diverse perspectives), interactions with superiors and colleagues (which should promote helpfulness and kindness), relationships with customers.

On the other hand, personal factors are individual characteristics of employees that lie beyond the organization's control.

These include characteristics such as age, gender, race, intelligence levels, and the application of skills and professional experiences in the workplace (Schultz and Schultz, 2008, p. 300).

Lumley, Coetzee, Tladinyane, and Ferreira (2011, p. 103) highlight nine aspects of job satisfaction: pay (satisfaction derived from one's pay and pay increases), promotion (satisfaction derived from promotion opportunities, i.e., personal development, greater responsibility, higher social status), supervision (satisfaction derived from direct oversight provided by a specific individual in a supervisory role), benefits (satisfaction derived from monetary and non-monetary benefits).

Also from contingent rewards (satisfaction derived from recognition and rewards for good work), operational procedures (satisfaction derived from operational rules and procedures), and co-workers (satisfaction derived from relationships with co-workers).

Job satisfaction is often tied to employees feeling competent in the tasks assigned to them, experiencing progress at work, receiving fair employment conditions, having supportive colleagues, and a positive work atmosphere (which has a positive impact on the atmosphere in the organization). Additionally, commitment to work plays a significant role, as engaged employees are more likely to contribute to team goals (Abun *et al.*, 2019, p. 310).

Numerous studies delve into the internal dynamics of job satisfaction, revealing a notable correlation between the work environment and employee job satisfaction. Research suggests that physical and social working conditions significantly influence job satisfaction (Sousa-Poza and Sousa-Poza, 2000; Gazioglu and Tanselb, 2006; Skalli, Theodossiou, and Vasileiou, 2008).

Further investigations by Raziq and Maulabakhsh (2015, pp. 717-725) emphasize the positive role of the work environment in fostering employee job satisfaction. Moreover, satisfaction derived from remuneration plays a crucial role in shaping a positive work environment (DeVaney and Chen, 2003, p. 2).

According to the Employee Job Satisfaction and Engagement, (The Doors of Opportunity Are Open report (2017, p. 9), remuneration is one of the most important elements of job satisfaction.

While Davis (2004, p. 495) suggests a correlation between SME employee remuneration and job satisfaction, effective management supervision takes precedence. Interestingly, despite the fact that the literature has popularized this view, conflicting perspectives exist; for instance, research by Judge, Piccolo, Podsakoff, Shaw, and Rich (2010, pp. 157-167) indicates a relatively weak correlation between remuneration levels and job satisfaction.

The authors propose that employees' tendency to overemphasize remuneration may lead them to undervalue other critical factors, such as the fairness of compensation or its alignment with work effort.

The success of SMEs hinges greatly on their employees, who represent their most valuable asset (Dzieńdziora, 2010, p. 35), highlighting the critical importance of job satisfaction in such enterprises. The literature underscores the significance of employee training in SMEs as a means to enhance job satisfaction, offering employees opportunities to broaden their skills and become more innovative and efficient in pursuing personal development (Jun, Cai, and Shin, 2006, pp. 791-812).

Moreover, employee involvement within the organization fosters satisfaction, contributing to organizational effectiveness (Hanaysha, 2016, pp. 298-306). Singh's study (2017, pp. 20-30) further establishes a causal link between job satisfaction and employee engagement.

Conversely, factors leading to dissatisfaction include ambiguous work planning, as employees may feel disoriented without clear directives or career objectives. If employees know what is expected of them from their work, they can easily achieve their goals (Weiss, 2002, pp. 173-194). Clarifying each employee's responsibilities is thus paramount for fostering satisfaction.

Regular evaluations of work and performance should be conducted semi-annually or annually. It is recommended that policies and procedures regarding compensation and motivation be reviewed to ensure fairness. For SMEs, it is recommended for management to sustain or elevate existing levels of satisfaction, guarding against its decline.

By improving working conditions, employers can empower their employees to better leverage their skills and potential, which is why it is particularly important for SMEs to recognize the significance of a positive work environment. Research by Vladimirova (2008) highlights that SME employees express high satisfaction levels with flexible work schedules and opportunities to take initiative, while being least satisfied with salary increases and career advancement. Higher employee satisfaction levels in SMEs correlate with reduced turnover rates (Basma, Fais, and Yeoh, 2017, p. 6).

In small and medium-sized enterprises (SMEs), fostering a work environment where employees are actively involved in decision-making processes is crucial. Flexible working hours, manageable workloads, a positive approach to teamwork, and supportive management contribute positively to employee performance.

This, in turn, leads to high levels of job satisfaction among employees, fostering greater dedication, motivation, and efficiency in their work, all of which allows SMEs to benefit in the long term. Consequently, enhanced employee job satisfaction

has a direct and positive correlation with internal entrepreneurship (Sehunoe, Viviers, and Mayer, 2015, p. 123).

The aforementioned factors play a crucial role in assessing the workplace environment. Regularly monitoring employee job satisfaction levels enhances cooperation and communication within the organization. This, in turn, can reduce turnover rates, decrease absenteeism, and boost employee loyalty and morale.

Moreover, increased employee engagement leads to improved work quality and efficiency. According to Reijseger, Peeters, Taris, and Schaufeli (2017, pp. 117-130), the more engaged employees were, the higher their job performance.

2.2 Diversity

Diversity plays a crucial role in fostering creativity, innovation, and the advancement of economic entities. This refers to diversity across various dimensions, including age and gender. Fine, Sojo, and Lawford-Smith (2020) delve into the literature highlighting the advantages of gender diversity in workplace settings.

They emphasize its positive influence on team efficiency and company performance as well as innovation (Ruiz-Jiménez, del Mar Fuentes-Fuentes, and Ruiz-Arroyo, 2016; Torchia, Calabrò, and Huse, 2011; Nielsen, Bloch, and Schiebinger, 2018), well-being at work (Kulik, Metz, and Gould, 2016; Celikdemir and Katrinli, 2020), and corporate governance (Morehead Dworkin and Schipani, 2018; Matet, 2022).

Competitive advantage may stem from leveraging the diverse skills and knowledge of employees across different age groups (James *et al.*, 2013). Age diversity proves to be a valuable asset for fostering innovation (Pitt-Catsoupes, Mirvis, and Berzin, 2013). Teams comprising individuals of varying ages bring a diverse range of professional and life experiences to the table (Profili, Sammarra, and Innocenti, 2017).

Older employees contribute their wealth of professional experience to the workplace and transfer their knowledge to younger colleagues, while younger employees bring in up-to-date skills and stay abreast of the latest technological trends, often showcasing innovative approaches that foster innovation (Wang and Fang, 2020).

The coexistence and collaboration among age-diverse employee groups can spark creative problem-solving approaches, enabling companies to adeptly navigate changes in the business environment.

Age and gender diversity contribute to the creation of a multicultural work environment, comprising individuals with diverse characteristics, experiences, and skills who are better equipped to understand market needs (Gross-Gołacka,

Wiktorowicz, and Kupczyk, 2022) and demonstrates high flexibility in responding to evolving economic conditions. In conclusion, embracing diversity in terms of age and gender can enhance a company's capacity for innovation and its adaptation to a dynamic business environment, thereby reinforcing its competitive advantage (Brzozowska *et al.*, 2023).

Striving for diversity should not merely be a superficial image strategy aligned with current social or political trends (Czapran and Bochenek, 2022). Instead, it should be a core component of a long-term development policy aimed at building and reinforcing competitive advantage.

In summary, there exists a profound correlation between employee satisfaction and its influence on competitive advantage within the context of employee diversity (including in SMEs).

Employee satisfaction correlates with increased work commitment, enhanced employee loyalty, greater trust within the organization, improved customer satisfaction, heightened creativity, and innovation, all of which contribute to better overall organizational performance.

3. Research Methodology

Research assumptions:

The empirical investigation was grounded on the following research premise: there exists a potential to cultivate a favorable employee outlook towards work, which could consequently enhance the competitive standing of the company. The research problem centered around exploring the attributes of the organizational environment within small and medium-sized enterprises in the context of achieving job satisfaction.

The primary objective of the conducted research was to pinpoint the factors most influential in attaining job satisfaction and their consequent impact on the competitive edge of SMEs. The study posed the following research questions: What specific factors of job satisfaction contribute to competitive advantage for SMEs? In what manner can positive employee attitudes towards their work be fortified? What factors may underlie the competitive advantage of SMEs? And can employee diversity be a determinant of the competitive edge for SMEs?

Research sample:

The empirical research was conducted internationally, encompassing employees from small and medium-sized enterprises (SMEs) across four Central and Eastern European (CEE) countries: the Czech Republic, Slovakia, Lithuania, and Poland. The research sample comprised 590 respondents, with detailed characteristics outlined in Table 1.

Table 1. Characteristics of the research sample

Research sample = 590 (100%)		
Characteristics describing enterprises covered by the survey:		
Company size by number of employees	micro-enterprise (0-9)	34.7%
	small enterprise (10-49)	51.0%
	medium enterprise (50-249)	14.2%
Country of the company activity	Poland	33.7%
	Lithuania	21.0%
	The Czech Republic	23.1%
	Slovakia	22.2%
Characteristics describing respondents participating in the survey:		
Age	up to 25 years old	13.9%
	26-35 years old	11.9%
	36-45 years old	37.8%
	46-55 years old	34.2%
	over 55 years old	2.2%
Sex of respondents	female	36.4%
	male	69.6%
Education	Higher	45.6%
	Secondary	38.5%
	Vocational	15.9%
Seniors	up to 5 years	11.9%
	5-10 years	27.3%
	11-20 years	32.0%
	21-30 years	18.5%
	over 30 years	10.3%
Position held	Managerial	7.6%
	Employee	92.4%

Source: Own study based on empirical research.

4. Research Results and Discussion

The empirical research commenced by gauging employees' overall sentiment towards their work. The findings reveal that nearly 73% of respondents expressed satisfaction, with almost 6% unequivocally affirming their contentment, while nearly 67% indicated a somewhat satisfactory disposition. Approximately 4% of respondents reported feeling unsatisfied with their professional roles.

Moreover, the empirical study unveiled a correlation between job satisfaction and the respondents' country of residence. A significant majority of respondents residing in Slovakia expressed contentment with their work (with 74.05% responding affirmatively and 9.92% expressing a rather positive sentiment).

Lithuanian respondents ranked second in terms of job satisfaction. Conversely, respondents from the Czech Republic emerged as the most dissatisfied with their jobs (Table 2).

Table 2. Declared attitudes towards work in the surveyed countries of Central and Eastern Europe (CEE)

		The Czech Republic	Slovakia	Poland	Lithuania	Overall
		(data in %)				
Yes	Overall, includes:	16.9	9.9	7.5	7.3	10.2
	- micro-enterprise (0-9)	17.4	7.7	13.3	22.2	15.0
	- small enterprise (10-49)	47.8	46.2	53.3	55.6	50.0
	- medium enterprise (50-249)	34.8	46.2	33.3	22.2	35.0
Rather yes	Overall, includes:	48.5	74.0	68.3	71.8	65.8
	- micro-enterprise (0-9)	16.7	13.4	15.4	20.2	16.2
	- small enterprise (10-49)	31.8	53.6	55.9	28.1	44.8
	- medium enterprise (50-249)	51.5	33.0	28.7	51.7	38.9
Rather no	Overall, includes:	14.0	8.4	9.0	10.5	10.3
	- micro-enterprise (0-9)	42.1	54.5	55.6	38.5	47.5
	- small enterprise (10-49)	36.8	27.3	27.8	38.5	32.8
	- medium enterprise (50-249)	21.1	18.2	16.7	23.1	19.7
No	Overall, includes:	20.6	7.6	15.1	10.5	13.7
	- micro-enterprise (0-9)	50.0	50.0	50.0	46.2	49.4
	- small enterprise (10-49)	39.3	30.0	33.3	38.5	35.8
	medium enterprise (50-249)	10.7	20.0	16.7	15.4	14.8
Overall	Overall, includes:	100.0	100.0	100.0	100.0	100.0
	- micro-enterprise (0-9)	27.9	29.8	44.2	32.3	34.7
	- small enterprise (10-49)	58.1	55.0	41.7	54.0	51.0
	- medium enterprise (50-249)	14.0	15.3	14.1	13.7	14.2

Source: Own study based on empirical research.

When considering the gender of the respondents, it becomes evident that women generally exhibit greater satisfaction across all satisfaction components compared to men (Table 3). Particularly significant differences in the assessment of individual satisfaction factors between women and men are observed in terms of workplace communication. Conversely, the smallest disparities are noted regarding satisfaction derived from the company's remuneration and motivation systems.

Table 3. Satisfaction derived from individual factors driving the level of employee satisfaction according to the sex of respondents

	Sex of respondents			
	Female		Male	
	Yes and rather yes	Rather not and not	Yes and rather yes	Rather not and not
	(data in %)			
Satisfaction derived from relations	83.3	16.7	74.4	25.6
Satisfaction derived from communication	86.0	14.0	49.3	50.7
Satisfaction derived from remuneration systems	46.0	54.0	46.1	53.9
Satisfaction derived from motivation systems	52.6	47.4	51.2	48.8

Source: Own study based on empirical research.

Taking into account the age of the respondents, it can be seen that young people are more satisfied with remuneration and motivation than older people (Table 4). This may be related to the fact that this is often the first job for young people and therefore their expectations are lower. With age, new needs and expectations appear that the employee wants to satisfy (e.g., ensuring a decent life for his or her family). Young respondents appreciate relationships in the workplace, while older ones appreciate communication more.

Table 4. Satisfaction derived from individual factors driving the level of employee satisfaction according to the age of respondents

	Age of respondents									
	Up to 25 years old		26-35 years old		36-45 years old		46-55 years old		Over 55 years old	
	Yes and rather yes	Ra-ther not and not	Yes and ra-ther yes	Ra-ther not and not	Yes and ra-ther yes	Ra-ther not and not	Yes and ra-ther yes	Ra-ther not and not	Yes and ra-ther yes	Ra-ther not and not
	(data in %)									
Satisfaction derived from relations	63.4	36.6	64.3	35.7	80.3	19.7	57.9	42.1	30.8	69.2

Satisfaction derived from communication	43.9	56.1	58.6	41.4	75.3	24.7	72.3	27.7	69.2	30.8
Satisfaction derived from remuneration systems	65.9	34.1	72.9	27.1	47.1	52.9	45.5	54.5	23.1	76.9
Satisfaction derived from motivation systems	72.0	28.0	70.0	30.0	59.6	40.4	38.6	61.4	30.8	69.2

Source: Own study based on empirical research.

To give an employee satisfaction, work should provide him with the opportunity to develop, i.e. satisfy the need for self-fulfillment. This is an extremely difficult task for managers, as there are individual differences in the understanding of self-fulfillment by employees. However, the point is that work allows employees to use their potential and show initiative.

Diversity in the workplace offers companies the opportunity to gain a competitive advantage thanks to ideas, skills, and knowledge of employees from diverse backgrounds (e.g., thanks to unique perspectives and an awareness of cultural differences). When assessing the competitive position against main competitors, a majority of surveyed company owners rated their company's position as average (32.5%) or good (23.6%). Interestingly, an equal percentage of respondents, 14.6%, felt their company's position was very good and poor.

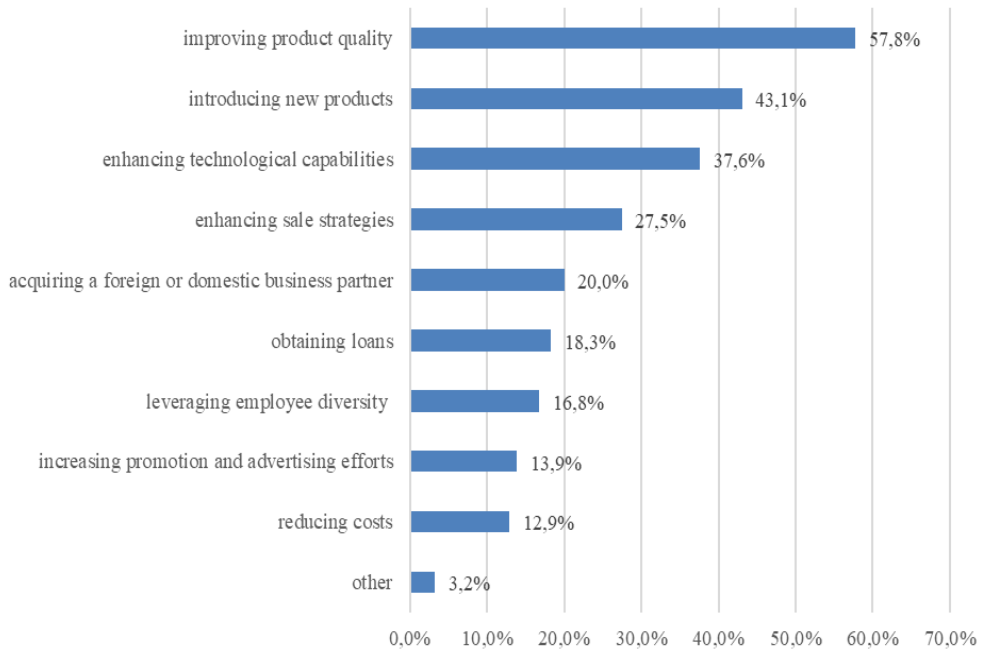
Additionally, 13.2% indicated a very poor competitive position, while 1.5% found it difficult to provide a clear assessment, stating "it's hard to say". In the case of reasons that ensured the current competitive position, entrepreneurs could indicate a maximum of 3 reasons in order of their importance.

Figure 1 illustrates the most frequently-cited reasons according to the owners, including improving product and design quality, introducing new products and designs, and enhancing technological capabilities (Fig. 1). These activities primarily pertained to market initiatives. Nonetheless, it is noteworthy that employee diversity is beginning to emerge as a factor contributing to the competitive advantage of SMEs.

In order to comprehensively understand diversity among SME employees, a cross analysis of the collected data was conducted. This analysis involved cross-referencing data based on specific categories such as the respondents' gender and age.

Results revealed that women tended to rate their enterprises' competitive position as very good, good, or average more frequently compared to men, while men more commonly assessed their companies' competitive position as poor or very poor (refer to Table 5). Regarding the age of respondents, older individuals provided more favorable assessments of their company's competitive position (Table 5).

Figure 1. Reasons for the competitive advantage of the surveyed SMEs



Source: Own study based on empirical research.

Table 5. Competitive position of surveyed companies in relation to sex and age of respondents

		Competitive position					
		very good	good	mean	weak	very weak	hard to say
		(data in %)					
Sex	Women	36.0	48.2	43.2	18.6	16.7	55.6
	Men	64.0	51.8	56.8	81.4	83.3	44.4
	Total	100.0	100.0	100.0	100.0	100.0	100.0
Age	up to 25 years old	11.6	10.1	5.7	25.6	30.8	5.3
	26-35 years old	14.0	12.2	9.4	11.6	15.4	5.3
	36-45 years old	32.6	31.7	41.1	48.8	38.5	0.0
	46-55 years old	34.9	45.3	41.7	12.8	14.1	36.8
	over 55 years old	7.0	0.7	2.1	1.2	1.3	0.0
	Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: Own study based on empirical research.

In analyzing the competitive position based on the respondents' gender, it becomes evident that a better competitive position was observed in those companies where the gender structure is similar (i.e., the diversity of employees based on gender is evident - as depicted in Table 6). Similarly, when considering the competitive position in relation to the age of employees, it is apparent that respondents employed in companies with a diverse age structure also reported a more favorable competitive position (Table 6).

Table 6. Competitive position of the surveyed companies in relation to differences in the employment structure based on gender and age of employees

		Competitive position					
		very good	good	mediocre	weak	very weak	hard to say
		(data in %)					
Diversification of the employment structure based on gender	Yes	81.4	71.2	78.6	12.8	25.6	22.2
	No	18.6	28.8	21.4	87.2	74.4	77.8
	Total	100.0	100.0	100.0	100.0	100.0	100.0
Diversification of the employment structure based on age	Yes	93.0	80.6	79.2	37.2	44.9	0.0
	No	7.0	19.4	20.8	62.8	55.1	100.0
	Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: Own study based on empirical research.

The evaluation of job satisfaction among surveyed employees in small and medium-sized enterprises where they are employed indicates that attention to their satisfaction correlates with an enhanced competitive position (Table 7).

Table 7. Employee satisfaction in relation to competitive position of enterprises

				Competitive position					
				very good	good	mediocre	weak	very weak	hard to say
				(data in %)					
Job satisfaction	Sex of respondents	Women	Yes and rather yes	90.3	70.1	72.3	31.3	30.8	60.0
			Rather not and not	9.7	29.9	27.7	68.8	69.2	40.0
	Men	Yes and rather yes	85.5	91.7	86.2	58.6	47.7	50.0	
		Rather not and not	14.5	8.3	13.8	41.4	52.3	50.0	
	Age of respondents	up to 25 years old	Yes and rather yes	70.0	64.3	63.6	36.4	25.0	100.0
			Rather not and not	30.0	35.7	36.4	63.6	7.5	0.0
		26-35 years old	Yes and rather yes	66.7	76.5	61.1	40.0	33.3	0.0
			Rather not and not	33.3	23.5	38.9	60.0	66.7	100.0
		36-45 years old	Yes and rather yes	64.3	65.9	73.4	40.5	36.7	0.0
			Rather not and not	35.7	34.1	26.6	59.5	63.3	0.0
		46-55 years old	Yes and rather yes	70.0	65.1	73.8	45.5	45.5	42.9
			Rather not and not	30.0	34.9	26.3	54.5	54.5	57.1
		over 55 years old	Yes and rather yes	66.7	100.0	75.0	0.0	0.0	0.0
			Rather not and not	33.3	0.0	25.0	100.0	100.0	0.0

Source: Own study based on empirical research.

5. Conclusions, Proposals, Recommendations

In the contemporary business landscape marked by rapid changes, attaining a competitive edge poses a significant challenge for every enterprise. While various strategies can contribute to achieving this advantage, the pivotal determinant of overall success lies in having competent employees who align their individual achievements with the organization's success. Embracing a diverse workforce comprising individuals from varied backgrounds and life experiences enriches a company's strategic outlook.

Moreover, in the relentless pursuit of top talent, organizations stand to gain substantial advantages that surpass conventional notions. To survive - in the context of recruiting and retaining talent as well as ensuring long-term stability - SMEs should pay special attention to issues related to diversity. This could yield significant benefits, especially in endeavors to penetrate new markets, particularly on the global stage.

Satisfied employees are invaluable assets to any employer as they not only understand and identify with their company's objectives but also demonstrate loyalty, motivation, and a positive influence on their colleagues' attitudes. Nurturing cooperative and amicable relationships fosters a sense of belonging to a community striving towards common goals, potentially translating into tangible economic benefits for the company.

Employee satisfaction is closely intertwined with work efficiency and heightened commitment, consequently leading to improved company performance. Therefore, it is imperative for employers to prioritize the well-being and development of their employees. Such initiatives not only serve the company's interests but also have the potential to enhance its competitive advantage in the market - a satisfied and fulfilled workforce can indeed be a pivotal driver of success in the marketplace.

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