

ФІЛОСОФІЯ ЕКОНОМІКИ ТА УПРАВЛІННЯ

UDC 174-057.16+17.023.34

THEORETICAL ASPECTS OF EMPLOYEE JOB SATISFACTION

© BATRANAK, GENADIJ

Student of Business Management study programme Marijampole college
E-mail: genadijb@gmail.com (Marijampole, Lithuania)

© GILIUVIENĖ, VIRGINIJA

Lecturer Marijampole college
E-mail:virginija.giliuviene@mkolegija.lt (Marijampole, Lithuania)
ORCID 0000-0001-7201-6237

Abstract. *The relevance of the research is that work is an important in human life, ensuring income, providing a possibility to realize oneself, to establish oneself in a certain environment that meets human ambitions. Job satisfaction is a general feeling that an employee feels with respect to him/her and his/her job. The main factor of job satisfaction is internal, involving responsibility for decision-making, ability to use their skills and abilities, achieve goals, learn new things and evaluate one's activities. 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 save the best employees. 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. **Research methodology.** The paper seeks to analyze theoretical aspects of employee job satisfaction. Methods applied in the work systematization, comparison and synthesis of scientific literature. **The aim** of the article is to carry out the analysis of scientific literature in the aspect of employee job satisfaction. **Objectives of the paper:** to examine the concept of job satisfaction, to discuss the factors affecting job satisfaction, to reveal theoretical aspect of the role of job satisfaction. **Analysis of recent research and publications.** Recently, much attention has been paid to human resources management. Human resources management includes organizational development, human resource development and labor relations. Therefore, it is important for the company to motivate its employees and seek their effective engagement into the job. The key to efficient job results is job satisfaction. Job satisfaction is a multifaceted concept and there is still no general agreement about job satisfaction. Different authors have different attitudes towards job satisfaction. The problem analyze R. Hoppock, V. H. Vroom; K. Davis, J. W. Nestrom; P. E. Spector; D. Statt; B. Aziri et al.*

Conclusion. *The employees, satisfied with the job, affect the company: the happier and more satisfied employees work, the better they feel at work, work more productively, their work results are higher. The employees who are satisfied with the job are motivated to do work better, 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. All this affects customer satisfaction and loyalty to the company. So, job satisfaction is related to the organization's progress, profit, competitiveness and success.*

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

Analysis of recent research and publications. The concept of job satisfaction. Job satisfaction is a multifaceted concept and there is still no general agreement about job satisfaction.

Different authors have different attitudes towards job satisfaction. Aziri [2] presented the most frequently mentioned definitions of job satisfaction in literature (see Table 1).

Table 1

Definitions of job satisfaction suggested by foreign authors

Year	Authors	Definition of job satisfaction
1935	R. Hoppock	Any combination of psychological, physiological and environmental conditions that allows a person to say fairly that he is satisfied with his job.
1964	V. H. Vroom	The person's emotional response to the roles he currently occupies.
1985	K. Davis, J. W. Nestrom	This is a combination of positive and negative feelings that an employee feels at work.
1997	P. E. Spector	Job satisfaction relates to what people feel for their job and its various aspects. It depends on how much a person likes or does not like his job. Therefore, job satisfaction or dissatisfaction may occur in any job situation.
2004	D. Statt	It can be defined as the benefits an employee receives while working (in particular due to internal motivation).
2005	J. L. Mullins	A complex and multi-faceted concept that can mean different things to different people. Job satisfaction is usually related to motivation, but the nature of these relationships is not clear. Satisfaction is not the same as motive. Job satisfaction is more attitude, inner state. For example, this could be related to the sense of personal achievement: quantitative or qualitative.
2006	M. Armstrong	It means the attitude and feelings about the job. A positive and favorable attitude to the job indicates satisfaction with one's job. Negative and unfavorable attitude to the job indicates dissatisfaction with one's job.
2007	B. S. Kaliski	Employee's achievement and success at work.
2008	J. M. George, G. R. Jones	A set of people's feelings and convictions related to their job.
2008	B. Aziri	A feeling that comes from understanding the material and psychological benefits of the job.

Compiled by the authors of the article: according to B. Aziri. Job Satisfaction: a Literature Review. Management Research and Practice, 2011, p. 77

As can be seen from the definitions of job satisfaction presented in Table 1, most foreign authors define job satisfaction as a sense, inner state. Job satisfaction can be positive and negative, it may consist of feelings felt to various aspects of the job, so job satisfaction is a diverse concept that is difficult to define.

In the context of Lithuania, according to Vaidelytė and Sodaitytė [p. 22 p. 391], "job satisfaction is associated with the satisfaction of needs through work and "the totality of the positive feelings and emotions

experienced during the work process and evaluating its results." It can be argued that the concept of job satisfaction applied in Lithuania and abroad is not significantly different.

Every employee creates a psychological and economic job background, he has certain expectations in respect of job. If these expectations come true, the employee is happy with the job. On the other hand, the company also contributes to the job satisfaction of employees. Therefore, if these two sides - employees and companies - meet

the needs and expectations of each other, then the employee feels satisfaction with the job and the company can achieve its goals.

Job satisfaction, as Redmond states [16], have emotional, cognitive, and behavioral components (see Figure 1). An emotional component means feelings associated with the job, such as boredom, anxiety, or

excitement. The cognitive component of job satisfaction relates to beliefs about the job, for example, the awareness that the job is mentally difficult and complex. Finally, the behavioral component involves people's activities related to their job, such as clumsiness, delay, or simulation sickness in order to avoid work.

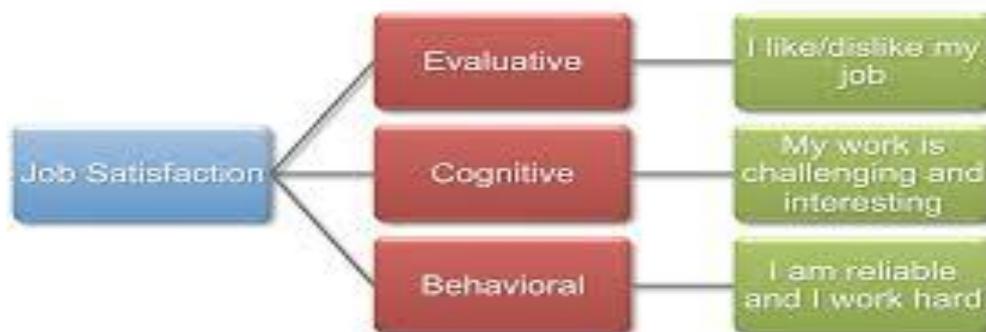


Figure 1. **Components of job satisfaction**

Source: B. F. Redmond. Job Satisfaction, 2015. [seen 2018-05-15]. Access via the internet: <https://wikispaces.psu.edu/display/PSYCH484/11.+Job+Satisfaction>

Bhatnagar and Srivastava [4], following Werner [23], point out that job satisfaction has five dimensions:

- Job itself - responsibility, interest, growth.
- Quality of care - technical assistance and social support.
- Relations with colleagues - social harmony and respect.
- Promotion opportunities - opportunities for further development.
- Pay – compliance of pay and perceived justice in relation to others.

Summing up the definitions of job satisfaction provided by different authors, it could be argued that there are two types of job satisfaction definitions based on employee feelings. The first one would be job satisfaction, defined by the general feeling (emotion) of employees about their job: "I love my job", "I like my job". The second one would be job satisfaction, defined by feelings expressed about specific aspects of work, such as pay, environment, communication, relationships with

colleagues, executives, etc. "I like my work, but I don't like my job schedule." Measuring aspects of this job satisfaction can be useful in determining which particular aspects of the job need to be improved and changed. This can help companies improve overall job satisfaction.

Factors affecting job satisfaction. A variety of factors can affect job satisfaction, for example, the quality of the physical environment in which a person works, relationships with colleagues and the manager, dedication to work, etc. Job satisfaction is often divided into internal and external factors. External factors can be managed and controlled, but the factors that are related to the employee's personal qualities are often impossible to manage. It is also noticed that job satisfaction is not constant - it is a variable quantity, so employers should observe the changes in employee job satisfaction and take appropriate action if the quantity has changed to the negative side.

Scientists define differently the factors affecting job satisfaction. Bakanauskiene,

Bendaravičienė and Krikštolaitis [3] indicate that one of the most widely applied theory of two factors by F. Herzberg (1968) states that the factors affecting job satisfaction or dissatisfaction include two groups:

- External, or hygiene factors that are related to the job environment and the job impact on employees' dissatisfaction with the job, i.e., company policy, management, relationships, working conditions, pay, status and safety.

- Internal or motivational factors that affect job satisfaction (personal achievements, recognition, degree of responsibility, personal development and career opportunities).

The factors affecting job satisfaction are related to the job environment, while promoting job satisfaction - with the content of the job. The scientist states that people who feel job satisfaction draw less attention to hygiene factors affecting job dissatisfaction. By strongly affecting factors of job hygiene dissatisfaction, the former employee's positive attitude to the job content may also change, which can make his job unlikable. However, A. H. Maslow

[9] highlighted a bit different factors affecting job satisfaction. These are organizational, hygienic, social and personal factors that affect job satisfaction. Social factors have a huge impact on job satisfaction, since security needs become the most important i.e., social ones, having satisfied biological and physiological needs.

Tamulienė and Mačiulienė [21] also describe the internal and external factors determining job satisfaction. They indicate that factors such as gender, age, education and learning, work experience and family status can be attributed to internal factors. The authors attribute pay, career opportunities, physical and emotional working conditions to external factors. The factors named by these authors as internal factors, Vaidelytė and Sodaitytė [22] call individual factors.

Redmond [16], following J. Field, (2008), divided the factors of job satisfaction into determining employee job satisfaction and factors determining job dissatisfaction (see Figure 2).



Figure 2. **Factors of job satisfaction/dissatisfaction**

Source: B. F. Redmond. Job Satisfaction, 2015. [seen 15/05/2018]. Access via the internet: <https://wikispaces.psu.edu/display/PSYCH484/11.+Job+Satisfaction>

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:

1. *Paysatisfaction*. Many researchers have found a proportional relationship between pay level and a person's job satisfaction.

2. *Satisfaction with the content of the job*. Some researchers have found that the content of the job is a major factor in job satisfaction (but not for all jobs), with the following variables: the level of diversity of tasks; self-control level; the use of individual abilities.

3. *Satisfaction with encouragement*. When an employee feels that the job he carries out is acknowledged and evaluated, that he can be encouraged for it, this allows him to improve his position and thereby increase his efficiency at work.

4. *Satisfaction with management*. The presence of managers (supervisors) who are able to influence subordinates so that they feel satisfied with their job; when an employee can do his job without disturbing surprises from his supervisor (manager).

5. *Satisfaction with working groups*. If the employee works in a cosy environment and can communicate freely with other employees, he will be satisfied with his job; this factor can become a strong indicator of satisfaction.

6. *Satisfaction with working time*. If working time is compatible with the employee (lunch time, breaks, etc.), he will feel satisfied with the job.

7. *Satisfaction with working conditions*. Physical working conditions (temperature, ventilation, humidity, cleanliness, etc.) affect the employee's satisfaction. The research

carried out shows that the quality of physical working environment influences the employee's job satisfaction.

Referring to these authors, it could be argued that various factors - both external (hygienic) and internal (motivational) - affect job satisfaction.

The job characteristics theory, as pointed out by Dugguh et al. [6] Hackman and Oldham (1976), Schermerhorn, Jr (1984), Hellriegel, Jackson & Slocum (1999) and Dugguh (2008) is a system developed to investigate how specific job characteristics affect job performance and job satisfaction. These characteristics are essential and they include: a variety of skills (different skills and abilities of the individual necessary for the job to perform); unity of tasks (including job from start to finish with a visible result); significance of tasks (the effect of the job on people's lives or on people from another department or on the external environment); job autonomy (the employee is given a job freedom and independence in the planning of the job and in determining the procedures required for the job); feedback (feedback on the results of the job - accurate and clear information on the activity performance). These job characteristics affect the three most important psychological states: perception of meaning, perception of responsibility for the job results, and satisfaction with gaining knowledge of practical work, which in turn affects the job results (job satisfaction, absenteeism, job motivation, etc.). The theory also recognizes that the underlying characteristics do not affect all employees equally. They have more influence on growth, i.e. the employee's desire to seek (understand) the meaning of work. Summarizing up different scientific opinions, the scheme is developed consisting of factors that determine job satisfaction (see Table 2).

Factors that determine job satisfaction (compiled by the authors of the article)

External factors	Internal factors
<ul style="list-style-type: none"> • Job characteristics (job content and nature of job tasks) • Pay • Organization size • Career opportunities • Work conditions (physical and psychological environment, privileges and support, autonomy) • Job organization • Management 	<ul style="list-style-type: none"> • Personal traits • Gender • Age • Education • Work experience • Mental abilities • Values, attitudes, beliefs • Official position

Taking into account the various determinants of satisfaction described in the literature, and the need to investigate job satisfaction in various organizations, P. E. Spector [18] developed 'Job Satisfaction Survey' (JSS), which consists of 9 aspects of job satisfaction, which together form general job satisfaction. These aspects are: pay, promotion, management, additional benefits, potential salary, working conditions, collaborators, job nature and communication. As can be seen from the analysis performed above, all of these aspects include general job satisfaction. Summing up the main factors influencing job satisfaction, it is possible to state that a person at work can feel happy when he is given at least the minimum conditions for meeting needs. Job satisfaction depends partly on the person himself.

The role of job satisfaction. An employee spends quite a lot of time at work, so the way he feels at work has a lot to do with his overall well-being. If a person likes his job, he fulfills his aspirations, expectations and feels happy. Job satisfaction is also important for the company. One of the most important indicators that something in the company is wrong is a low level of job satisfaction. Hence, job satisfaction is a certain indicator of organizational culture, and there is little doubt that satisfied employees are beneficial to the company. Happy, satisfied with the job employees strengthen the company in different ways: they work more efficiently and more productively, which allows the company to increase its turnover and increase profits. The employees satisfied with the job are loyal - they support the

company in which they work, strive to achieve their goals, take care of its prestige and image. The employees, who are satisfied with job, are more honest, more willing to change, develop, accept innovations and participate in their implementation. They provide better services, support stronger communication, collaborative relationships, more open, friendly, have better health [7]. The authors write that job satisfaction is undoubtedly beneficial to businesses and present the following consequences for job satisfaction, distinguished by Spector: job performance, employee turnover, health, life satisfaction. Gerikiene and Petrauskienė [7] also state that research data show that the employees, who are dissatisfied with the job, have more complaints about health and job dissatisfaction leads to burnout syndrome, stressful situations at work.

Job satisfaction is important:

For staff turnover. This is one of the largest expenses associated with human resources. Permanent staff helps to create a better working environment, a corporate culture, and allows them to show off their talent, and thus save money.

For productivity. Regardless of occupied position and earnings, employees who are satisfied with their job tend to achieve higher productivity, because such people concentrate better and pay more attention to the tasks they perform, they feel responsible to achieve the goals of the company [21 p . 231).

For customer satisfaction. If employees are happy with their job, they provide better, more efficient services, which leads to customer satisfaction. Customer satisfaction

increases customer loyalty, which in turn increases the company's profits.

For loyalty. The employees satisfied with the job are loyal to their company, they support it, they are proud of it, thus enhancing the company's prestige.

For employee absenteeism in the workplace. It is possible that an employee who is happy with his job may miss a job due to illness or personal affairs, but an employee who is not happy with his job is more likely to be absent from work because of health problems or personal reasons, even then when he is actually able to work.

For income. The employees who are satisfied with their job tend to learn more, learn how to use the latest technology and improve their qualifications, they tend to look for more efficient working methods in order to achieve their own and company goals, solve problems, help their colleagues, cooperate with them and other companies or organizations, they are proud of their job and strive to work productively, thus ensuring higher corporate earnings.

For tension management/restraint. The employees, satisfied with their job, take challenges easier (even in the most unfavorable circumstances), cope easier with stress and stressful situations at work, help their colleagues cope with them.

For climate at work. The employee, unsatisfied with his job, may start spreading his dissatisfaction with the job to other staff members, and thus causing dissatisfaction of other employees.

For recruiting new employees. The employees, satisfied with their job, will try to attract those people who are useful and necessary for the company. To attract new talents to the company is much easier when existing employees are happy with their job and have a good response about the company.

Companies increasingly focus on the needs and expectations of its employees, and more frequently apply tools that could increase employee job satisfaction. Organizations, while taking care of employee job satisfaction, should take such steps, that at least should not reduce employee satisfaction. Of course, first of all,

information should be gathered and should be relied on it prior to making decisions (i.e., to carry out research, to analyze it, summarize, make conclusions). It is advisable for an organization to carry out such a survey, which would provide information not only about the overall level of job satisfaction but also about satisfaction with individual factors or aspects. It is possible to analyze the differences between individual groups, especially if the organization is large. In any case, an employee satisfaction survey is a benefit for both - the employer and the employee. According to the specialists, in the companies whose employers carry out annually employee satisfaction surveys and implementat planned activities, the staff turnover is decreasing, productivity and sales are increasing, customer and partner confidence in the company is ensured, and the best professionals are attracted. Also, it should be noted that this does not mean that, having reduced job dissatisfaction, satisfaction will increase in itself. There are factors that increase job satisfaction and factors that reduce satisfaction. But this does not mean that, having reduced job dissatisfaction, satisfaction will increase. According to Rai [14], there is a risk that the company, in an attempt to increase job satisfaction of its employees, risks to ensure positions for those employees who give the company not the highest added value. These are average employees, as they are basically happy with their job and their environment because they do little in their work. The company should make more efforts to increase job satisfaction of the most talented employees, not the average ones, because the most talented employees give the greatest added value to the company. Rai [14] advises companies, seeking to retain talented employees, to treat these employees in the following way: to encourage regularly such employees, to provide them with more social guarantees, compensations, rights and privileges, career opportunities, good working environment, security, good interrelations and relationships, behave with respect, trust, reduce tension, give less unnecessary routine work.

Rane [15] presents the following ways to improve job satisfaction:

Positive work culture. Ensuring a positive working environment is a first step towards employee job satisfaction. To do this, it is proposed to find out what motivates the employees. This is the most important aspect of the motivation process.

Evaluation, award and recognition. The evaluation of performance results, carried out by the managers, and employee recognition have proven to be a very powerful tool for creating work motivation. Informal and small celebrations are many times more effective than official announcements of reports. Some innovative rewards in kind and services are also creative ways of rewarding the best employees.

Employee collaboration. The overall participation of employees in decision-making, contributing to providing ideas and suggestions make them feel important and engaging in work, thereby increasing job satisfaction.

To improve staff skills and potential. The ability to strengthen knowledge, skills, and actively change employee attitudes is achieved through an effective teaching and learning process. Training should be an ongoing process in the organization, since well-trained employees are more capable and willing to take on greater responsibilities.

Evaluation of employee job satisfaction. Employees' job satisfaction and their participation in the organization can be evaluated by receiving employee feedback in a specially designed survey. This ensures the company's self-evaluation, comments, made by the employees, are taken into account, contributes to the increase of employee job satisfaction, the success of the company itself.

To reduce stress experienced by the employees. It is noted that stress for employees is a potential source of dissatisfaction. It is therefore proposed to reduce potential stressors in order to increase satisfaction.

To promote flexible work schedules. Some organizations have noticeable

decreases in stress and increases in job satisfaction, as their employees were given flexible working hours, days and places. In this way, the employees were able to fulfill their obligations without compromising the goals of the business and organization.

Consistent and significant incentives. Even if the employees are encouraged by cash rewards, verbal incentives - such as compliments, incentives, and praises - are also important to them. It is therefore important to see performance results of the employees and evaluate it. If this is done on a regular basis, the employees feel that they are evaluated and motivated to continue working.

Communication. Unsuitable problems of communication in the organization can harm employees and reduce their positive attitudes. It has been determined that employee job satisfaction and organizational productivity increase with fast and professional communication. The lack of vertical and horizontal communication in the organization causes dissatisfaction in the work atmosphere, ultimately impairing it and the commitment to the organization.

Therefore, the strive of employee job satisfaction should be a permanent activity for the company. This can only be achieved by effectively promoting true self-confidence of the employees. Satisfied employees show commitment to the company's mission and vision, try to achieve the goals. In order that individuals and groups would face new challenges, management needs constant promotion and appropriate rewards, to choose the right ways to enhance job satisfaction.

Summary of information sources analysis.

Job satisfaction is one of the most difficult areas that today's executives face. Job satisfaction is defined as a feeling, an inner state, a pride in one's work, it has emotional (related to the job, feelings - boredom, anxiety, etc.), cognitive (involving beliefs about job - for example, understanding that the job is hard, difficult or easy) and behavioral (clumsiness, delay, etc.) components.

Job satisfaction can be caused by various factors. The authors divide them into external (related to working environment) and internal (personal achievements, recognition, degree of responsibility, personal development and career opportunities).

Job satisfaction is important for employee turnover, company productivity, revenue, profits, customer satisfaction and loyalty, employee loyalty, absenteeism in the workplace, tension management/restraint at work, climate (atmosphere) at work, recruitment of new employees.

Job satisfaction is very important not only for the employee, but for the whole

organization. The employees, satisfied with the job, affect the company: the happier and more satisfied employees work, the better they feel at work, work more productively, their work results are higher. The employees who are satisfied with the job are motivated to do work better, 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. All this affects customer satisfaction and loyalty to the company. So, job satisfaction is related to the organization's progress, profit, competitiveness and success.

REFERENCES

1. Al-Mahayreh, M. & AbdeL-Qader, M.d A. (2015). The Effect of the Factors leading to Job Satisfaction on the Innovation Level: Study on Workers in Islamic Banks operating in Jordan. Iš: *International Journal of Business, Humanities and Technology*, Vol. 5, No. 1, p. 24–39. ISSN 2162-1357 [in English].
2. Aziri, B. (2011). Job Satisfaction: a Literature Review. Iš: *Management Research and Practice*, Vol. 3, Issue 4, p. 77–86. ISSN 2067-2462 [in English].
3. Bakanauskienė, I. & Bendaravičienė, R. & Krikštolaitis, R. (2010). Pasitenkinimo darbu tyrimas universiteto darbuotojų grupių atveju. Iš: *Management theory and studies for rural business and infrastructure development*, Nr. 22 (3), p. 12–24. ISSN 1822-6760 [in Lithuanian].
4. Bhatnagar, K. & Srivastava, K.(2012). Job Satisfaction in Health-Care Organizations. Iš: *Industrial Psychiatry Journal*. 2012, 21 (2), p. 75–78 [in English].
5. Bukšnytė, L. & Švobaitė, K. (2009). Valstybės tarnautojų pasitenkinimo darbu ir kognityvinio stiliaus ryšys. Iš: *Tarptautinis psichologijos žurnalas: biopsichosocialinis požiūris*, 4, p. 9–28 [in Lithuanian].
6. Dugguh S. I. & Ayaga Ph. D.& Dennis Ph. D. (2014). Job satisfaction theories: Traceability to employee performance in organizations. Iš: *IOSR Journal of Business and Management*, Vol. 16, Issue 5, p. 2319-7668, p. 11–18 [in English].
7. Gerikienė, V. & Petrauskienė, J. (2009). Profesinio pasitenkinimo veiksniai ir jų grįžtamasis ryšys su bendruomenės slaugytojų pasitenkinimu darbu. Iš: *Medicinos teorija ir praktika*, T. 15, Nr. 4, p. 399–405. ISSN 1392-1312. [in Lithuanian].
8. Job Satisfaction Survey, JSS Page. [interaktyvus]. [žiūrėta 2018-04-07]. Prieiga per internetą: <http://shell.cas.usf.edu/~pspector/scales/jsspag.html>. [in English].
9. Jovarauskaitė, A. & Tolutienė, G. (2010). Universiteto dėstytojų pasitenkinimui darbu įtakos turintys veiksniai. Iš: *Jaunujų mokslininkų darbai*, Nr. 1 (26), p. 95–103. ISSN 1648-8776 [in Lithuanian].
10. Judickienė, J. Darbo teisės konspektai. [interaktyvus]. [žiūrėta 2018-05-22]. Prieiga per internetą: www.efsa.lt/failai/Konspektai/JurgitaJudiciene/DT.doc [in Lithuanian].
11. Junaimah, J. & See L. P. & Bashawir, A. G. (2015). Effect of Manager's Bases of Power on Employee's Job Satisfaction: an Empirical Study of Satisfaction with Supervision. Iš: *International Journal of Economics, Commerce and Management*, Vol. III, Issue 2. ISSN 2348 0386.[in English].

12. Lee, K. L. & Low, G. T. (2010). The Influence of Social Power and Educational Orientation on the Outcomes of superior-subordinate dyadic relationship. Іш: *European Journal of Social Sciences*, 16(4). [in English].
13. Lietuvos Respublikos darbo kodeksas. TAR, 2016, Nr. 23709 [in Lithuanian].
14. Rai, S. The Importance of Job Satisfaction. [interaktyvus]. [žiūrėta 2018-05-17]. Prieiga per internetą: <https://www.linkedin.com/pulse/importance-job-satisfaction-sanjay-rai>. [in English].
15. Rane, D. B. (2011). Employee Job Satisfaction: An Essence of Organization. Іш: *HRM Review*, Vol. XI, No. 7, p. 10–16 [in English].
16. Redmond, B. F. Job Satisfaction. [interaktyvus]. [žiūrėta 2018-05-15]. Prieiga per internetą: <https://wikispaces.psu.edu/display/PSYCH484/11.+Job+Satisfaction>. [in English].
17. Robbins, S. P. (2007). *Organizacinės elgsenos pagrindai*. Kaunas: Poligrafija ir informatika [in Lithuanian].
18. Spector, P. E. (1985). Measurement of Human Service Staff Satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology*, Vol. 13, No. 6. [in English].
19. Spector, P. E. (1997). Job satisfaction: Application, assessment, causes, and consequences. Thousand Oaks, CA.: Sage, [in English].
20. Šavareikienė, D. (2012). Motyvo interpretacija motyvacijoje. *Ekonomika ir vadyba: aktualijos ir perspektyvos*, 1/25, p. 46–51. ISSN 1648-9098 [in Lithuanian].
21. Tamulienė, R. & Mačiulienė, D. & Žukauskaitė, V. (2016). Gydytojų odontologų padėjėjų pasitenkinimas darbu ir jį lemiantys veiksniai. *Sveikatos mokslai*, 2016, 26 tomas, Nr. 6, p. 231–236. ISSN 1392-6373 [in Lithuanian].
22. Vaidelytė, E. & Sodaitytė, E. (2017). Pasitenkinimas darbu Valstybės tarnybos departamente Lietuvoje: išorinių ir vidinių veiksnių analizė. *Viešoji politika ir administravimas*, T. 16, Nr. 3, p. 390–404. ISSN 1648-2603 [in Lithuanian].
23. Werner, A. (2001). *Cape Town*. Oxford University Press [in English].

БАТРАНАК, ГЕНАДІЙ - студент програми Управління бізнесом, Маріямпольська колегія (Маріямполе, Литва)
E-mail genadijb@gmail.com, (Маріямполе, Литва)

ГІЛЮВЕНЕ, ВІРГІНІЯ – лектор Маріямпольської колегії (Маріямполе, Литва)
E-mail: virginija.giliuviene@mkolegija.lt, ORCID 0000-0001-7201-6237

ТЕОРЕТИЧНІ АСПЕКТИ ЗАДОВОЛЕНОСТІ РОБОТОЮ

Анотація. Актуальність дослідження в тому, що робота – важлива життєва діяльність, що забезпечує прибуток, дозволяє самореалізуватися, утвердитися у певному середовищі, задовольняє людські амбіції. Найбільш важливий фактор задоволеності роботою – внутрішній фактор, що включає внутрішню відповідальність прийняття рішень, вміння використовувати свої навички і здатність досягати навчитися нової діяльності і оцінити ефективність своєї діяльності.

Задоволеність роботою сьогодні є одним з об'єктів, що найбільше вивчається, однією з самих складних сфер, з якою стикаються сьогодняшні керівники, намагаючись уникнути плинності кадрів та утримання кращих співробітників. Таким чином, роботодавці все більше уваги приділяють своїм працівникам, їх очікуванням і задоволеності роботою. На підприємствах сьогодні відчувається швидкоплинний та інноваційний період, що може привести до напруги та негативним соціальним наслідкам. Задоволеність роботою є все більш актуальною темою, так як існує ризик втрати висококваліфікованих спеціалістів і в той же час втрати позицій на ринку.

Методологія дослідження – у статті виконано аналіз теоретичних аспектів задоволеності роботою. Для досягнення цілі застосовувалися методи систематизації, порівняння і синтезу наукової літератури. **Метою статті** є проведення аналізу наукової літератури з аспекту задоволеності роботою співробітників. **Задачі статті:** розглянути теоретичну концепцію задоволеності роботою, обговорити фактори, що впливають на задоволеність роботою, виявити роль задоволеності роботою.

Аналіз останніх досліджень і публікацій. Останнім часом велика увага приділяється управлінню людськими ресурсами. Управління людськими ресурсами включає організаційний розвиток, розвиток людських ресурсів і трудові відносини. Для організації важливо, щоб компанія мотивувала своїх співробітників і добивалася їх ефективної участі. Ключовим до ефективного результату є задоволеність роботою. Задоволеність роботою є багатогранною концепцією, і до сих пір немає єдиної згоди відносно тлумачення даного терміну задоволеності роботою. Автори пояснюють концепцію задоволеності роботою по-різному. Проблему аналізують R. Норрск, V. H. Vroom; K. Davis, J. W. Nestrom; P. E. Spector; D. Statt; B. Aziri та інші автори.

Висновок. Задоволені роботою працівники мотивовані на краще виконання роботи, почувають себе прихильниками своєї компанії та їй відданими, є лояльними і відповідальними, більш дружніми до колег, шукають звязки і співпрацю, добувають нові знання і навички, кращих результатів роботи. Все це впливає на задоволеність клієнтами і лояльність компанії. Задоволеність роботою пов'язана з прогресом, прибутком, конкурентоспроможністю та успіхом організації.

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

БАТРАНАК, ГЕННАДИЙ - студент программы Управления бизнесом, Мариямпольская коллегия (Мариямполье, Литва)
E-mail genadijb@gmail.com, (Мариямполье, Литва)

ГИЛЮВЕНЕ, ВИРГИНИЯ – лектор Мариямпольской колллегии (Мариямполье, Литва)
E-mail: virginija.giliuviene@mkolegija.lt, ORCID 0000-0001-7201-6237

ТЕОРЕТИЧЕСКИЕ АСПЕКТЫ УДОВЛЕТВОРЕННОСТИ РАБОТОЙ

Аннотация. Актуальность исследования заключается в том, что работа - важная жизненная деятельность, обеспечивающая доход, позволяющая самореализоваться, утвердиться в определенной среде, удовлетворяющая человеческие амбиции. Наиболее важный фактор удовлетворенности работой – внутренний фактор, включающий внутреннюю ответственность принятия решений, умение использовать свои навыки и способность для достижения целей, научиться новой деятельности и оценить эффективность своей деятельности. Удовлетворение работой сегодня является одним из наиболее изучаемых объектов исследования и одной из самых сложных областей, с которой сталкиваются сегодняшние руководители, стремясь избежать текучести кадров и удержания лучших сотрудников. Таким образом, работодатели все больше внимания уделяют своим работникам, их ожиданиям и удовлетворенности работой. В предприятиях в настоящее время переживают быстроменяющийся и инновационный период, что может привести к напряженности и негативным социальным последствиям. Удовлетворенность работой является все более актуальной темой, так как существует риск потери высококвалифицированных специалистов и в тоже время потери позиций на рынке.

Методология исследования – в статье выполнен анализ теоретических аспектов удовлетворенности работой. Для достижения цели применялись методы

систематизации, сравнения и синтеза научной литературы. **Целью** статьи является проведение анализа научной литературы по аспекту удовлетворенности работой сотрудников. **Задачи** статьи: рассмотреть теоритическую концепцию удовлетворенности работой, обсудить факторы, влияющие на удовлетворение работой, выявить роль удовлетворенности работой.

Анализ последних исследований и публикаций. В последнее время большое внимание уделяется управлению человеческими ресурсами. Управление человеческими ресурсами включает организационное развитие, развитие человеческих ресурсов и трудовые отношения. Для организации важно, чтобы компания мотивировала своих сотрудников и добивалась их эффективного участия. Ключом к эффективному результату является удовлетворенность работой. Удовлетворение работой является многогранной концепцией, и до сих пор нет общего согласия относительно одинакового термина удовлетворенности работой. Авторы объясняют концепцию удовлетворенности работой по разному. Проблему анализируют R. Норрсок, V. H. Vroom; K. Davis, J. W. Nestrom; P. E. Spector; D. Statt; B. Aziri и другие авторы.

Выводы: Довольные работой работники мотивированы на лучшее исполнение работы, чувствуют себя обязанными и приверженными своей компании, являются лояльными и ответственными, более дружелюбными к коллегам, ищут связи и сотрудничества, добывают новые знания и навыки, лучших результатов работы. Все это влияет на удовлетворенность клиентов и лояльность компании. Удовлетворенность работой связана с прогрессом, прибылью, конкурентоспособностью и успехом организации.

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

Стаття рекомендована до публікації д.філософ.н., проф. О. П. Пунченко (Одеса, Україна)

Надійшла до редколегії: 10.06.2018

Прийнята до друку: 15.06.2018