CONDITIONS AFFECTING EMPLOYEE JOB SATISFACTION IN POLISH SMES QUALITATIVE COMPARATIVE ANALYSIS

Magdalena Gębczyńska¹, Anna Kwiotkowska²

¹²Silesian University of Technology, Gliwice, Poland.

Email: ’Magdalena.Gebczyńska@polsl.pl, ”anna.Kwiotkowska@polsl.pl

Article History: Received on 25th July 2019, Revised on 01st September 2019, Published on 09th October 2019

Abstract

Purpose: This study investigated the simultaneous impact of conditions on employee’s job satisfaction in Polish small and medium-sized enterprises (SMEs).

Methodology: This study used the survey technique to better understand the determinants of job satisfaction the fuzzy set Qualitative Comparative Analysis (fs/QCA) was preferred. Qualitative comparative analysis (QCA) is a widely used method in the field of political science and sociology. In recent years, the use of the fuzzy set Qualitative Comparative Analysis (fs/QCA) in business and management research has also increased.

Result: The results of our empirical study contribute to research on job satisfaction by presenting several conditions that create constellations affecting employee job satisfaction in Polish SMEs. The results certify previous research on employee satisfaction, exploring the important factors such as: organizational identification, co-workers support, rewards, supervisor relationship and quality of work life. It is worth noting that our research contributes to different constellations lead to job satisfaction by investigating the effect of all of selected conditions simultaneously.

Applications: This finding can be useful for small and medium enterprises to enhance employee job satisfaction, which in turn translates into the results of the entire organization.

Novelty/Originality: In this research, the model of conditions affecting employee job satisfaction in polish SMEs, a qualitative comparative analysis is presented in a comprehensive and complete manner.

Keywords: employee job satisfaction, Qualitative Comparative Analysis/fuzzy set, SMEs.

INTRODUCTION

The sector of small and medium-sized enterprises fulfills important functions in the economy of each country, influences the economic development of the state, and also enables the implementation of a number of goals that cannot be achieved by large corporations, because there are areas of the economy in which large enterprises are unable to replace small and medium enterprises.

In the new globalization era SMEs face an increasingly competitive environment, replete with threats from competitive firms. One of the challenges faced by small and medium-sized enterprises is the management of human resources. People spend about most of their waking hours at work, employee job satisfaction gains more importance in their working lives, and job satisfaction plays a vital role in the efficient working environment. Employee job satisfaction is considered as a critical success factor for organizations. The lot of researches on this topic has been conducted all around the world, and job satisfaction is considered a crucial issue for the development and better functioning of every company. The history of job satisfaction stems back to the early 1900s with the situationist perspective on job satisfaction. This perspective states that satisfaction is determined by certain characteristics of the job and characteristics of the job environment itself. This view has been present in the literature since the first studies by Hauser, Taylor and the various projects at the Western Electric plants in Hawthorne. These studies follow the assumption that when a certain set of job conditions are present a certain level of job satisfaction will follow. The most-used definition of job satisfaction is “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Tarasov, 2011).

There are various definitions of job satisfaction; first of all, it can be defined as concerning one’s feelings or state of mind related to the work and “an employee’s positive attitude towards the company, co-workers and, finally, the job”. When the institution meets job expectations, the individual experience positive feelings, so, these positive emotions indicate job satisfaction. In reference job satisfaction is defined as a positive feeling about one’s job resulting from an evaluation of its characteristics. Job satisfaction is a significant issue in running of enterprises and one of the main indicators of how healthy an organization is. Thus, satisfaction levels of employees are important for organizations, since satisfied workers contribute to effectiveness and long-term success of the organizations.

This research posits that a combination of different factors affects employee job satisfaction. The aim of this paper is to investigate and indicate the constellation of different conditions which lead to employee satisfaction in Polish SMEs. Conditions such as: organizational identification, co-workers support, rewards, supervisor relationship and quality of work-life were chosen based on the critical literature analysis. The previous study was focus on the relationship between a single factor and job satisfaction. Our research is different from previous because we analyze simultaneous influence of selected factors on job satisfaction. Accordingly, this empirical study adopts a Qualitative Comparative Analysis using fuzzy sets (fsQCA) to explore the connections between employee job satisfaction and the chosen factors. These empirical studies are
part of a research project, whose results related to other factors and their relationship with employee job satisfaction is presented in the publications (Malakhova, O. Yu. 2018).

**METHODOLOGY OF RESEARCH**

This study used the survey technique to better understand the determinants of job satisfaction the fuzzy set Qualitative Comparative Analysis (fs/QCA) was preferred. Qualitative comparative analysis (QCA) is a widely used method in the field of political science and sociology. In recent years, the use of the fuzzy set Qualitative Comparative Analysis (fs/QCA) in business and management research has also increased (Ibatova, et al. 2017).

**RESULTS**

The results of our empirical research were presented in Table 1. In this table, each column represents a configuration/constellation of causal conditions with their corresponding raw coverage, unique coverage, and solution consistency. The numbers at the bottom of the table represent the coverage and consistency of the solution as a whole. Utilizing the notation system from (Jahani, Rostami, & Shahanzadeh, 2016; Villalobos, 2018; Laamena, et al. 2018), each column in Table 1 represents a constellation of conditions linked to the respective outcome. Full circles (●) indicate the presence of a condition while barred circles (¤) indicate a condition’s absence., blank spaces indicate “don’t care”. Each panel represents the alternative causal combinations/ constellations of conditions for the outcome.

These are consecutively numbered C1, C2, and C3. According to the results of the analysis, the solution yields coverage close to 34% and consistency of 89%. Coverage “assesses the degree to which a causal combination accounts for instances of an outcome”. Consistency “assesses the degree to which the cases sharing a combination of conditions agree in displaying the outcome in question”. As free different constellations affect job satisfaction, coverage can be partitioned into a configuration's raw coverage (i.e., proportion of outcome cases covered by a given constellation) and its unique coverage (i.e., proportion of outcome cases exclusively covered by a given constellation).

The first constellation (solution) of the conditions C1 combines organizational identification, co-workers support and supervisor relationship with the absence of rewards and quality of work-life lead to job satisfaction. This constellation indicates that when a perceived oneness with an organization and the experience of the organization’s successes and failures as one’s are achieved, connected with the extent to which employees believe their coworkers are willing to provide them with work-related assistance to aid in the execution of their duties and connected with good working relationship with your supervisor at every stage, the his or her professional input, constructive criticism, and general understanding can achieve positive level of job satisfaction even if achieving rewards and quality of work-life is difficult (IBATOVA, & SHEPELYUK, 2017).

The second constellation (solution) of the conditions C2 combines organizational identification, rewards, supervisor relationship and quality of work life. This constellation indicates that the process in which employees interpret first the identity that membership in particular organization offers, and then the degree to which this identity resonates with them, in conjunction with all of the monetary, non-monetary and psychological payments that an organization provides for its employees, connected with supervisor who encourages a supportive work environment, especially the attention to the needs and feelings of employees and solving a problems in the workplace and the extent to which workers in an SME are able to satisfy important personal needs through their experiences at their workplace lead to job satisfaction.

The third constellation (solution) of the conditions C3 combines co-workers’ support, supervisor relationship and quality of work life. This constellation indicates that assisting one another by co-workers in their tasks when needed by sharing knowledge and expertise as well as providing encouragement and support, in conjunction with appreciation from supervisors and relationship with them that shape on the individual's perception of feeling safe in the workplace, which together increase friendship and a sense of belonging, connected with intended to increase an employee’s trust, involvement and problem solving to increase satisfaction and organizational effectiveness lead to job satisfaction.

| Table 1: Constellation of conditions lead to job satisfaction |
|-------------------------------------------------------------|
| Conditions               | Constellations |
|----------------------------|----------------|
| Organizational identification | C1  | C2  | C3  |
| Co-workers support | | | |
| Rewards                   | | | |
| Supervisor relationship | | | |
Quality of work-life

| Consistency | 0.91 | 0.89 | 0.87 |
|-------------|------|------|------|
| Raw coverage | 0.36 | 0.31 | 0.33 |

| Unique coverage | 0.04 | 0.05 | 0.02 |
| Solution consistency | 0.89 |
| Solution coverage | 0.34 |

Environmental uncertainty and enterprise performance.

A fuzzy-set analysis, "MAPE 2018. XV International Conference Multidisciplinary Aspects of Production"

It is worth noting that in these three constellations, the supervisor relationship is an important factor by which employees achieve a high level of job satisfaction, so an appreciation from supervisors and a good working relationship with them, the attention to the needs and feelings of employees, and professional supervisor’s input, constructive criticism, and general understanding affect employee job satisfaction. Thus, the supervisor relationship is necessary (but insufficient) condition for high level of job satisfaction. High level of job satisfaction requires the supervisor relationship with co-worker’s support and quality of work-life, or supervisor relationship, organizational identification, rewards, and quality of work-life or supervisor relationship, organizational identification and co-workers support without rewards and quality of work life.

DISCUSSION AND CONCLUSION

The results of our empirical study contribute to research on job satisfaction by presenting several conditions that create constellations affecting employee job satisfaction in Polish SMEs. The results certify previous research on employee satisfaction, exploring the important factors such as: organizational identification, co-workers support, rewards, supervisor relationship and quality of work life. It is worth noting that our research contributes to different constellations lead to job satisfaction by investigating the effect of all of selected conditions simultaneously.

The results of this research also have practical implications for managers of SMEs because they provide them with three constellations of conditions that lead to employee job satisfaction. In each of these constellations, the supervisor relationship is an important factor by which employees achieve a high level of job satisfaction.

ACKNOWLEDGMENT

The author confirms that the data do not contain any conflict of interest.

REFERENCES

1. Aleksandrova, E., Maksimova, E. (2016). Risk management in educational unions. Azimuth of Scientific Research: Pedagogy and Psychology, 2016. 4 (17), 167-175.
2. Kozhakina, S., Aleksandrova, E. (2013). Principles and approaches to social success of teenagers. Vector of Science of Togliatti State University. Series: Pedagogy, Psychology, 2013. 1 (23), 331-333.
3. Smirnova, E. V. (2016). Aspects of socio-cultural educational environment, determining the development of secondary language personality in the conditions of education informatization. The azimuth of scientific research: pedagogy and psychology, 5 (4 (17)).
4. Tarasov, S. V. (2011). Educational environment: concept, structure, typology. Bulletin of the Leningrad State University. AS Pushkin, 3 (3).
5. Malakhova, O. Yu. (2018). Realization of pedagogical technology portfolio in reflexive-educational environment of the university. Baltic Humanitarian Journal, 7 (3), 261-265.

6. Ibatova, A. Z., Mukhametgaliyev, I. G., Mukhametgaliyeva, S. K., Kuzmenko, V. I., Mirzagitova, A. L., & Vdovichenko, L. V. (2017). Students’ linguistic and self-educative competence in higher school. Man in India, 97(2), 273-279.

7. IBATOVA, A. Z., & SHEPELYUK, O. L. (2017). Diagnosis of learning motives’ formation of first-year engineering students in higher educational establishment. Revista Espacios, 38(55).

8. Jahani, A., Rostami, V., & Shahanzadeh, M. (2016). The Impact of management duty duration on the Operational Cycle duration of the Companies Listed in Tehran Stock Exchange. UCT Journal of Social Sciences and Humanities Research, 4(1), 15-24.

9. Villalobos, J. V. (2018). Politics as a requirement. On the concept of Human Rights and the right to an autobiography as an ethical category. Opción, 34(85-2), 9-19.

10. Laamena, C. M., Nusantara, T., Irawan, E. B., & Muksr, M. (2018). How do the Undergraduate Students Use an Example in Mathematical Proof Construction: A Study based on Argumentation and Proving Activity. International Electronic Journal of Mathematics Education, 13(3), 185-198. https://doi.org/10.12973/ejime/3836

11. Zientara, P. (2009). Employment of older workers in Polish SMEs: employer attitudes and perceptions, employee motivations and expectations. Human Resource Development International, 12(2), 135-153. https://doi.org/10.1080/13678860902764068

12. Michna, A., Mczynska, A., Kmiecik, R., & Sekowska, R. (2011). Relationships between empowerment, innovativeness, internationalization and performance of Polish SMEs: future research directions. Journal of Marketing Development and Competitiveness, 5(3), 46-63.

13. Valaei, N., & Rezaei, S. (2016). Job satisfaction and organizational commitment: An empirical investigation among ICT-SMEs. Management Research Review, 39(12), 1663-1694. https://doi.org/10.1108/MRR-09-2015-0216

14. Gębczyńska, M. (2019). CONSTELLATIONS OF CONDITIONS AFFECTING EMPLOYEE JOB SATISFACTION IN SMALL AND MEDIUM POLISH ENTERPRISES. A QUALITATIVE COMPARATIVE ANALYSIS. Organizacja i Zarządzanie: kwartalnik naukowy, (2 (46)), 33-46.

15. Gębczyńska, M., & Kwiotkowska, A. (2018). Paths to Explain Employee Job Satisfaction. A Fuzzy-Set Analysis. Multidisciplinary Aspects of Production Engineering, 1(1), 569-576. https://doi.org/10.2478/mape-2018-0072

16. Gębczyńska, M., & Kwiotkowska, A. (2018). Paths to Explain Employee Job Satisfaction. A Fuzzy-Set Analysis. Multidisciplinary Aspects of Production Engineering, 1(1), 569-576. https://doi.org/10.2478/mape-2018-0072

17. Wong, C. A., & Laschinger, H. K. (2013). Authentic leadership, performance, and job satisfaction: the mediating role of empowerment. Journal of advanced nursing, 69(4), 947-959. https://doi.org/10.1111/j.1365-2648.2012.06089.x

18. Dyczkowska, J., & Dyczkowski, T. (2018). Democratic or Autocratic Leadership Style? Participative Management and its Links to rewarding Strategies and Job Satisfaction in SMEs. Athens Journal of Business & Economics, 4(2), 193-218. https://doi.org/10.30958/ajbe.4.2.5

19. Keplinger, A., Kowal, J., Frątczak, E., Ławecka, K., & Stoklosa, P. (2014, September). Job satisfaction and ethical behaviors premises of IT users insight from Poland. In EuroSymposium on Systems Analysis and Design (pp. 49-64). Springer, Cham. https://doi.org/10.1007/978-3-319-11373-9_5

20. Grabara, J., Dura, C., & Driga, I. (2016). Corporate social responsibility awareness in Romania and Poland: A comparative analysis. Economics & Sociology, 9(4), 344. https://doi.org/10.14254/2071-789X.2016/9-4/22

21. Spector, P. E., Allen, T. D., Poelmans, S. A., Lapiere, L. M., Cooper, C. L., MICHAEL, O. D., ... & Brough, P. (2007). Cross-national differences in relationships of work demands, job satisfaction, and turnover intentions with work–family conflict. Personnel Psychology, 60(4), 805-835. https://doi.org/10.1111/j.1744-6570.2007.00092.x

22. Jasinska-Biliczak, A., Kowal, J., & Hafner, J. (2016, August). Innovative Capacity in Small Regional Enterprises in Transition Economies: An Exploratory Study in Poland. In Proceedings of the Twenty-second Americas Conference on Information Systems (AMCIS), San Diego, California, USA (pp. 11-14).

23. Gil Saura, I., Berenguer Contrí, G., Cervera Taulet, A., & Moliner Velázquez, B. (2005). Relationships among customer orientation, service orientation and job satisfaction in financial services. International journal of service industry management, 16(5), 497-525. https://doi.org/10.1108/09564230510625787