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**Factors influencing the
level of job satisfaction of
employees as the main
internal stakeholders of
organizations in the 21st
century**

*„Choose a job you love, and you won't have to work for
even one day in your life”.*

Confucius

1. Introduction

The functioning of any modern organization is closely related to the realization of various goals, which are identical to the interests of various groups and individuals, connected - more or less, with the activities of a given entity in the market.

We are talking, among other things, about stakeholder theory, which analyzes the nature of the relationship between the organization (enterprise) and its stakeholders from the point of view of the benefits of these relationships. However, the proponents of this approach do not specify how the necessary trade-offs should be made among competing interests - they leave managers with a theory that gives them considerable freedom of action and at the same time opens the field to potential abuses with their legitimization. On the other hand, the management of stakeholder relations, in business practice, is often treated as a product of the aspirations, goals and actions of their various groups.

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The above practices are at the heart of efforts to deepen the state of knowledge about the use of the stakeholder approach, which is the de facto basis for interpreting the idea of Corporate Social Responsibility (CSR) in practice, and can serve to find activities that simultaneously benefit employees as well as their home organizations. It is known, after all, that good practices can be replicated or serve as a reference point for other organizations that are willing and, most importantly, have the capacity to do so.

Therefore, an important part of the author's scientific reflections are the details - determinants and ways - of establishing, building and maintaining relationships with the main group of internal stakeholders - employees. Based on this, the author determined the main purpose of the article, namely to identify the basic factors that have the greatest impact on building employee satisfaction. After all, without knowledge of the expectations and needs of the hired staff, because they are the ones that have the greatest impact on their satisfaction, we do not have the basis for creating and properly evaluating the already formed relationship with the most important group of internal stakeholders of any organization, which is the employees in the 21st century.

2. Theoretical background

2.1. The essence of stakeholders in modern organizations

The various entities, groups of people and even individuals who may have an interest, to varying degrees, in the operation of a given organization in the marketplace fit neatly into the concept of interest groups - otherwise known as stakeholders. This is a concept developed (the concept was first introduced in 1963 by the Stanford Research Institute) in the 1980s, emphasizing all entities that can or do influence business entities. Its proponent was R.E Freeman (1984), who referred the term to individuals or groups that can influence the actions of an organization or are influenced by actions taken by an organization. Of course, we can also start from the assumption with which the author of the article agrees and follows the opinion of A. Austen and W. Czakon (2012), who argue that the whole stakeholder theory was developed mainly as a response to earlier theories related to the performance of business organizations, which were measured not rightly only in economic terms.

Stakeholder theory itself is not a very complicated and elaborate concept - in fact, its essence boils down to the statement that organizations taking their actions must not be guided only by the welfare of owners, but also by other entities

- precisely stakeholders. This primarily concerns profit and its maximization as much as possible (but also other profits), which must not be the main goal of the activity. It is also necessary to take into account the needs, interests or expectations of other groups that have a relationship with the organization. In the literature we find basic assumptions, which are the starting point for distinguishing four types of stakeholder theory, which are further described in table 1.

Table 1. Types of stakeholder theory with assumptions

Assumptions	
Organizations deal with various groups (stakeholders) who influence each other and are influenced by the organization.	
Theories analyze the type and nature of these relationships, mainly from the point of view of the benefits that can be achieved by the organization and the stakeholders (stakeholders) themselves.	
Each stakeholder formulates and strives for intrinsic value, that is, they have specified expectations. Naturally, they expect their expectations to be more important than those of other stakeholders - their interest is more important than those of others.	
Theories primarily focus on the strategic decision-making process.	
Types of theories	
Descriptive theories (empirical)	They indicate that organizations behave in a certain way and relate to the behavior of managers (managerialism, psychology/sociology of behavior) and vice versa: managers behave in a certain way and relate to the behavior of organizations (organization theory, decision theory).
Instrumental theories	Indicate that certain results are more likely to be achieved when managers act in certain ways. Analyses undertaken refer to competitive behavior, referring to relationships, transactions and contracts (social network theory, transaction cost theories).
Normative theories	Determine that managers should act in a certain way. Analyses can refer to system-oriented principles (utilitarianism and libertarianism theories, social contract theories), organization-oriented principles (agent-principal theories).
Metaphorical theories	The metaphors created in these theories are about how stakeholders create and exchange value. The unit of analysis is participants in organizational processes.

Source: own study based on P. Hąbek (2019)

Modern researchers of the subject, over the past 30 years, have created many definitions to help us characterize and understand the concept of stakeholders. Thus, following a chronological key for the purposes of this study, it is worth starting with Ch.W.L. Hill and G.R. Jones (1995), who, writing about stakeholders, identified them with various groups of people who have specific expectations of a given organization. In a similar way were T. Donaldson and L. Preston (1995), adding further that to be a stakeholder means to have direct or indirect contact with the relevant institution. Just a little later, Ch. Laszlo (2015) defined stakeholders as individuals or groups who consciously or unconsciously contribute to an economic entity's ability to generate benefits. He based his theory on the notion that they must be primarily members of a company's target group who have an interest in its offerings, or those who bear some risk in connection with the actions taken by the company, such as investors or shareholders. Given such an assumption, we can assume that a stakeholder of a given organization can be anyone who has formal or informal ties with it, comes from its closer or farther environment and, importantly, the interactions that occur between them can have a very wide situational range. On the other hand, we must not forget the approach represented by M. Smolska (2016), who notes that stakeholders do not necessarily affect the entire organization, but only a part of it, a process, a system or even a small project. Therefore, the opinion of K. Obłój (2017) on this subject also seems important, who says that each stakeholder of the organization must meet two conditions. First, it must have a stake (even a marginal one) in its operation, and second, it must have the ability to exert even a small amount of pressure on it - that is, when analyzing stakeholders, we take into account three of their attributes: power, legitimacy and urgency of demands.

On the other hand, if we begin to analyze the various classifications of stakeholders that we can find in the literature, we will quickly see that, as with their definition, here we can also find a great number of them. The author of the article is, of course, most interested in the classification created by B. Grucza (2012), in which we distinguish between internal stakeholders (members of the organization) and external stakeholders (entities from outside the organization that influence it). In addition, in the context of the topic of the article, according to the author, it is also important to classify stakeholders based on the different types of relationships that connect them to the organization - table 2.

Table 2. Stakeholder groups in relation to the relationship with the enterprise

substitute stakeholders	They contribute to the enterprise by engaging their own capital or labor - e.g., shareholders, owners, employees.
contractual stakeholders	Entities related to the enterprise by formal relationships, based on contracts - e.g., customers, suppliers, competitors, allies.
contextual stakeholders	Entities that expect the company to be involved in social and environmental projects.

Source: own study based on A. Paliwoda-Matiolańska (2005)

It is hard not to agree with Z. Zbierowski (2012) that such a classification fits perfectly with the definition of the role of the organization in stakeholder theory - it is a fully open and flexible system that is made up of different entities that have different expectations and aspirations (usually contradictory to each other), despite operating in the same network. These can include, for example, owners (their overriding goal is usually to make their organization as profitable as possible), employees (who put their well-being and goals first), customers (who expect the highest quality offer at the lowest price), suppliers (interested in sales and profit), and, well, the power apparatus, which, due to the diversity of its activities, has the most extensive range of expectations.

Summing up all the previous considerations, according to the author of the article, a stakeholder of a given organization can be anyone whose interests are at least in the slightest degree related to its activities - starting with one person, a group of people, and ending with another organization - who acts inside or outside the organization, while having even a slight influence on its functioning (interaction must occur).

Therefore, it should come as no surprise that many academics and non-academics (including practitioners from the economy), note that employees are the most important internal stakeholders of any modern organization in the 21st century. Why is this the case? According to the author of the article, the answer is very simple: today no organization is able to compete successfully in the market, without optimal use of the potential of its employees - this is now the most important capital for any entity operating in the market. Since this is so, then following the earlier theoretical argument, we can conclude that employees act inside any organization, they influence it, and it influences them - their personal goals are/should be linked to the functioning of their workplace, i.e. they are internal stakeholders.

However, there is a more important conclusion here, which concerns the mutual cooperation between the organization and employees (internal stakeholders). In the author's opinion, it will never be possible to take full advantage of the opportunity of the employed staff, to establish optimal cooperation with them, if you do not recognize their expectations from the employer, personal aspirations, which are worth pursuing, because only professionally fulfilled people will become a foothold for their home organization.

2.2. Review of selected definitions of the concept of „job satisfaction“

In turn, when talking about employee engagement and expectations of their workplace/their employer, the author of this article cannot leave out the topic of satisfaction (it is both relevant to the research process described in this paper, but it is also a key element in the life of every employee), which for most of us is associated with satisfaction, a feeling of pleasure or simply a sense of happiness. It is certainly a subjective feeling, fully dependent on who we are, our expectations or value system.

Over the past decades in the literature we can find many definitions of the concept of happiness, along with identified criteria for determining its level, including in relation to a person's work. The main foundation of these considerations are the two basic approaches followed by researchers. First, we must take „an externally determined absolute value that is unrelated to the subjective feeling of the individual“ and make a comparison to the individual's life index thus determined. If we are very close to the delineated value, it means that the person can be happy. On the other hand, we can assume that the concepts of happiness are „equated with the subjective feeling of satisfaction and the subjective opinion of the individual“. However, according to the author of the article, both concepts are not entirely clear and objective, since most studies on the quality of life of individuals/social groups, however, are based on the subjective opinions of respondents about their level of satisfaction with life, including that of their profession. After all, it is well known that a person's satisfaction, including job satisfaction, depends mainly on „subjective variables (personality, knowledge, skills of the individual) and environmental variables (working conditions, relations with co-workers and superiors, cultural factors, labor market conditions)“ (Springer, 2011).

The very concept of job satisfaction is a subjective one due to differences in expectations and the fact that different people may perceive a situation

differently. It is indicated that the absence of a difference between the perception of the situation and expectations (the desired situation) means job satisfaction. Hence, the starting point for considering people's behavior in the labor market is the neoclassical model of labor supply, which assumes that workers' behavior depends on their utility function. According to the model, a consumer's utility (satisfaction) from employment depends on the time spent on work and the amount of leisure time (Pastuszka, 2019).

At least three different approaches to defining job satisfaction can be found in the literature: satisfaction as a driver of satisfaction; satisfaction is one component of satisfaction; satisfaction is the same as satisfaction. The first approach invokes the time argument - the terms cannot be used interchangeably. In the second case, proponents of this approach argue that satisfaction cannot be equated with satisfaction, since job satisfaction is a type of attitude through which an internal state is manifested - so satisfaction is a superior construct to satisfaction, which, along with well-being in the workplace, is part of it. On the other hand, researchers of the subject, advocating the adoption of the term satisfaction as synonymous with job satisfaction, assume that satisfaction can be understood as an emotion-based construct (Jasiński and Derbis, 2019).

Therefore, there is a great deal of research in management science that has sought to define the concept and level of a person/employee's job satisfaction. K.M. Wexley and D.A. Youkl (1984) were among the first to propose defining satisfaction as a set of an employee's feelings and attitudes toward his or her job. In a similar vein, D.P. Schulz and S.E. Schulz (2002) argued that it is the feelings associated with an employee's job duties. Over time, the approach to the concept of job satisfaction has evolved and has been equated with employees' positive attitudes toward their duties, co-workers and work environment, accompanied by a sense of satisfaction (Lewicka, 2010) or employees' attitudes and feelings about their work (Armstrong, 2012). A. Springer (2011) drew equally interesting conclusions from her research, viewing job satisfaction from the perspective of attitudes toward work (rather than feelings). This approach assumes that attitudes are the product of a number of partial attitudes toward the occupation, co-workers or the organization - a total of 16 factors potentially affecting employee satisfaction were identified, grouped into four categories (table 3).

Table 3. Categories of factors shaping employee satisfaction

Category of needs	Factors
Safety	Compliance with health and safety regulations Clarity of information obtained Stability of employment Amount of remuneration
Affiliation	Availability of information Opportunity for promotion The equipment of the workplace Method of compensation
Authority and recognition	Availability of information Opportunity for promotion The equipment of the workplace Method of compensation
Development	Possibility of development Type of tasks performed Independence of action Flexibility of working time

Source: own study based on A. Springer (2011)

Of course, many people may question the above factors, claiming that nothing gives proper job satisfaction like high pay for work. On the other hand, it is difficult to disagree with such a thesis more than once, but following K.N. Parker and B.J. Brummel (2016), we can see that there is a certain salary threshold, beyond which an increase in wages does not result in an increase in salary and job satisfaction. In addition, the effect of wages on job satisfaction also depends on the perception of the fairness of payment, the transparency of the rules for creating the compensation system and the way wages are set.

In summary, we can most simply understand job satisfaction as a state of people's (employees') satisfaction with their job, profession or place of work. It is combined with a feeling of fulfillment and the awareness that what I do professionally gives me the opportunity to develop, brings me closer to my goals and, most importantly, makes sense. Even in problematic situations, when we encounter numerous barriers on our way. However, we must not forget the high level of subjectivity that accompanies every employee when feeling satisfaction with his or her work. The discrepancies that occur here are influenced by professional factors and personality traits - individual), which cause significant difficulties

in designing and implementing measures to increase and, above all, consolidate positive feelings.

This means (as with any subjective category) that a variety of conditions create different levels of satisfaction in each of us - the level of satisfaction they feel may be different as well. Thus, there is a huge area of work for HR departments to recognize what determines each employee's job satisfaction and adjust programs to motivate them accordingly. It is important not only to establish a link, but also to establish a cause-and-effect relationship between each employee's involvement and their sense of job satisfaction (Stefańska and Grabowski, 2023).

Thus, in light of the above considerations, we can see that in each economic entity operating in the market, regardless of the sector or industry, there may be completely different determinants of economic success and following them determinants of the sense of satisfaction among employees, which the author will try to present in the research part of the article.

3. Methods

Regarding the research part included in this article, it is a small part of a large 2021 research process, which included people involved in the RES (renewable energy sources) project management process, i.e. project managers and project team members from public institutions, associations and enterprises. When planning the research process, the author wanted to use a purposive sampling method of 120 organizations operating in Poland that are implementing at least one RES-related project and have also previously implemented at least one such project. This meant that, assuming, of course, that about 70% of the organizations would be interested in participating, invitations had to be sent to more than 200 entities. Unfortunately, in the end it was possible to get only 44 organizations to participate in the survey, despite contacting and sending invitations to 218. After the stage of recruiting potential subjects for the study, it turned out that the collected group does not have the required character for all subjects in Poland. Therefore, the described survey and its results are not a description of the entire collection for the country, but only a part of it. Unfortunately, this means that we should evaluate the collected data as a pilot study.

Respondents who took part in the survey came from 44 organizations:

- 9 public institutions,
- 23 companies,
- 12 associations,

they formed 52 project teams - 8 organizations had two teams, and in total there were:

- 44 project team managers (in organizations that had two projects, one person managed two projects),
- 210 team workers.

During the analysis of the results of the study, taking into account individual variables, in the group of managers and employees of project teams, it was possible to note the following characteristics that may have influenced the outcome of the presented research:

- the predominance of women over men - 58.4% to 41.6%,
- the largest group was between 31 and 50 years of age - 61.4%, which does not change the fact that the cross-section of the age of the hired personnel included all age groups,
- the majority of people had a university degree - 83.4%,
- as many as 76.3% of the respondents were new employees, hired for the purpose of project implementation - 23.7% of the people had previously worked in the organization in positions not related to the implementation of RES projects,
- only 35.4% of respondents had experience in implementing similar projects,
- only 18.7% of respondents had acquired knowledge of RES project implementation (courses, training, postgraduate studies, first or second degree studies).

Given the author's stated research problem that defined the planned study, the author decided to use two research methods for this purpose. He started with an analysis of the available literature - in this way the author planned to present the prevailing theories related to the research topic. The second method that the author chose as a research tool was a survey questionnaire (form: interview) - he took into account, of course, the distinguished two groups of respondents, preparing two separate questionnaires for each of them. The difference in the content of the questions contained in the two questionnaires concerned, among other things:

- the different roles that representatives of the selected groups have in daily work,
- different participation in the decision-making process,
- different problems in daily work,
- very often extremely different knowledge, experiences and skills.

Obviously, both questionnaires asked questions aimed at achieving the research objectives consistent with this study - to identify factors that influence

job satisfaction among respondents and their expectations of their employers. In the survey questionnaires, different types of questions were included:

- closed alternative,
- closed filtering,
- closed, which use a nominal and ordinal scale,
- determining the rank of importance of the topics under consideration,
- semi-open in the form of conjunction,
- so-called control questions, which allow to check the sincerity of the respondent's answers,
- „Stein's Self-Portrait test" - used to identify the needs of respondents and examine the level of expectations,
- questions to identify dehumanizing factors - used to identify communication issues or roles in the overall management process.

The choice of the group of respondents was dictated by the fact that it is the employees working in a given position who have the greatest knowledge about the nature of their work. The employee himself can provide most of the information about the processes in which he is involved, the expectations of the organization, the effects and conditions of his work. As for the research tools used, it can be said, of course, that other techniques provide partial, piecemeal data that is more reliable. However, they can be confronted with the results obtained by the tool used and therefore constituted a primary source. In addition, they allow you to obtain the information most suited to the objectives of the study, to ask questions strictly about your own feelings about working conditions.

On the other hand, it is difficult to find optimal research methods that are simple enough to induce respondents to participate in the study, and also allow for the consent, for this participation, of the main management of the entity under study. According to the author, the credibility of the collected data was also affected by the fact that there were no direct questions about the competence possessed, since in such a case the respondent usually tries to make his or her person come off as good as possible.

Inductive and deductive methods were used to identify the main factors that affect the level of satisfaction of employees, employed in Polish organizations, as well as the key barriers and problems that accompany the process of human capital management in the surveyed business entities. Of course, one must agree that these methods are always subjective in some way, but it is not easy to find a very objective research tool. The inductive method involves moving from specific to general phenomena, from factors

to results, or from causes to effects. One draws global conclusions on the basis of detailed premises, and thus makes generalizations. The deductive method, on the other hand, is based on deriving detailed conclusions from general results - one moves from effects to causes. The main advantage of combining these two methods, according to the author of the article, is the high objectivity of the results and the lack of need to isolate the influence of all factors on the overall phenomenon.

4. Results

Taking into account the research objectives set at the outset, it seemed reasonable to ask respondents from both groups about their opinions regarding the conditions created for them by their home organizations. This is because it is difficult, according to the author, to discuss job satisfaction without knowing the respondents' opinions about the conditions their employers have created for them. The respondents were given a rating scale from 1 to 5 - where one was very poor conditions and 5 was very good. Taking into account the widely held opinion on the working conditions created for employees in Poland, the answers given nevertheless add up to a fairly positive picture of this sphere in the surveyed entities. Of course, there is a significant disproportion in this assessment between the two groups of respondents, but this is probably the result of the different position they occupy in the organizational structure. Detailed information on the distribution of responses on the above issues and on the mistakes most often made by employers in these areas is presented in figure 1. We can clearly see in it that the lack of consent to act independently, the lack of experienced managers (this results in a lack of recognition among employees), excessive bureaucracy and, finally, the lack of expected training, are the biggest problems and at the same time challenges faced by the managements of the surveyed entities. After all, it is difficult to talk about the legitimacy of building relationships with employees, which is based on a sense of job satisfaction, in the case of poor evaluation of working conditions, which are created precisely so that they can work optimally.

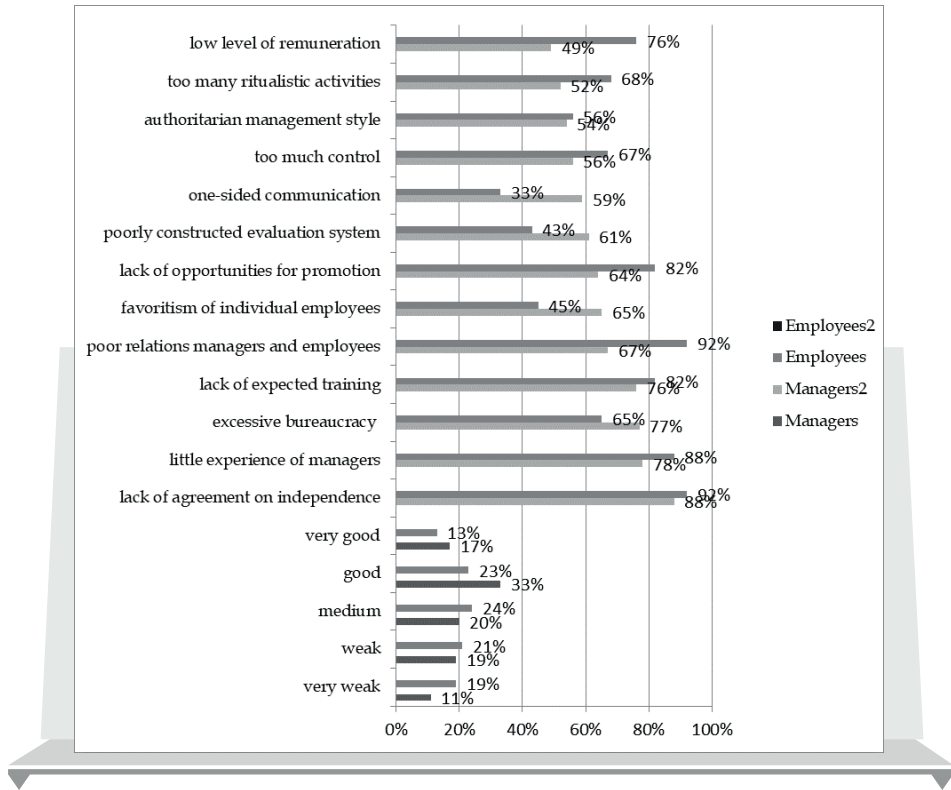


Figure 1. Assessment of the conditions created for employees with the identification of the biggest problems

Source: own study

Unfortunately, despite the respondents' not the worst feelings about the working conditions created, in the next stage of the survey they clearly emphasized the dysfunctions / problems that accompany them on a daily basis at work translating into specific deficiencies (dysfunctions) in the functioning of their organization (figure 2).

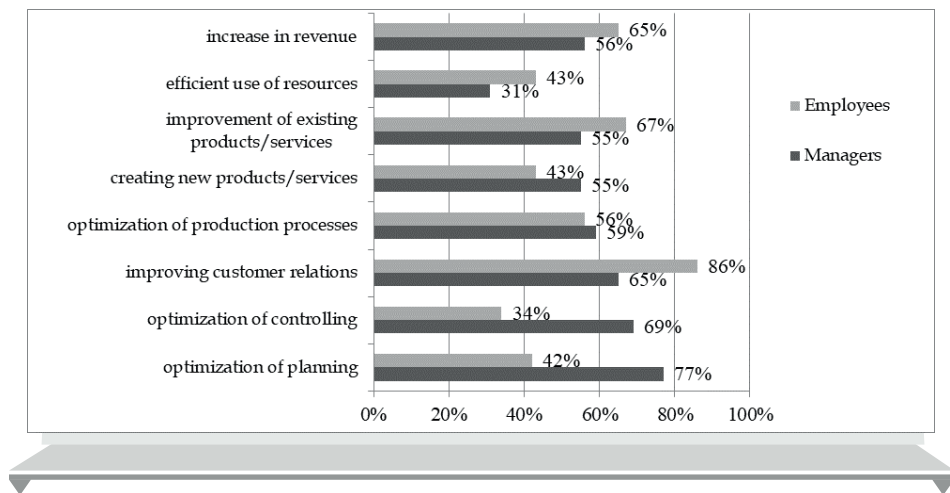


Figure 2. Problems identified by respondents in their home organizations

Source: own study

As the research conducted in this section and the analysis of its results have shown, building the right relationship with employees, in order to create a high level of satisfaction with their duties, depends on many factors, many conditions. The most important of these, it seems, is to know and respond to what the employer expects from its employees. This can be helped by structured dialogue as the simplest form of communication between the employer and the internal stakeholder, building commitment from each party. A helpful tool in this process, in the author's opinion after the analysis of the case study, can be consultations with the employed people to help them when needed, but also to use their potential for the development of the organization. These or other measures implemented, should, of course, be based on a partnership form of management, which certainly requires the implementation of many new solutions and procedures, which is labor-intensive (costly, too), but will bring employers closer to developing joint strategies for the development of their organizations and situations in which each party should be satisfied. Hence, there are probably dysfunctions that result in the appearance of problems and constraints, also undoubtedly creating barriers that will be very difficult to eliminate.

As you can see, unfortunately, the problems / barriers or challenges are quite numerous, which confirms the need to set directions for improvement and

implement corrective measures - there is a gap not only in the research and scientific treatment of this problem, but also in business practice. Decisive steps should be taken to eliminate the barriers that have arisen, which contribute to the escalation of further dysfunctions, and will help (initially at least to a small extent) to better build relationships with this group of stakeholders.

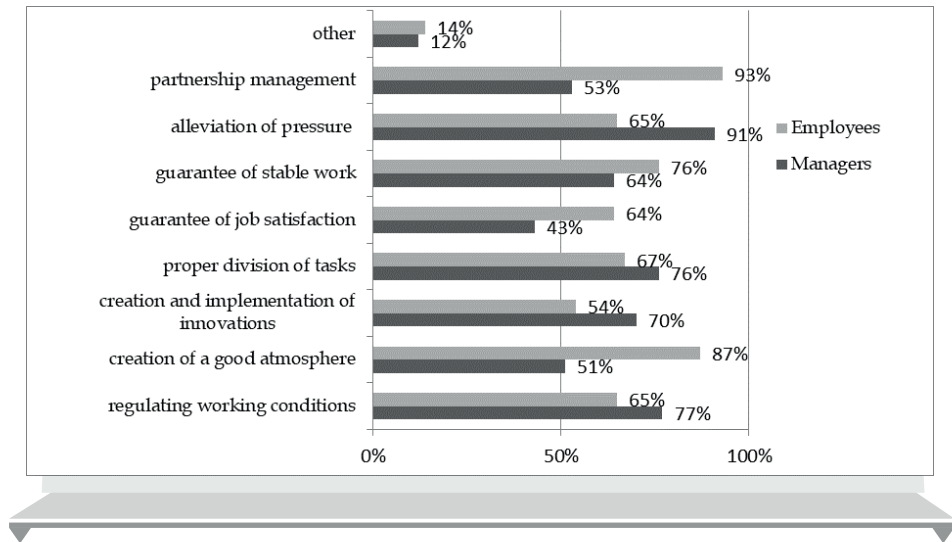


Figure 3. Respondents' expectations of working conditions

Source: own study

All of the above expectations must, of course, be translated into concrete actions that will gradually modify existing management systems. Interestingly, at this stage of the research, it additionally turned out that both groups of respondents realize that the need to implement changes in management strategies at the operational levels of their organizations, will also affect them - so one can see a certain analogy with the earlier theoretical argument in this aspect.

Undoubtedly, this will be the result of the understanding of the needs of employees by the responsible boards, conversations with managers, because later in the survey it was the respondents themselves who pointed out the need to implement specific tools and make changes in management systems, in line with the above-mentioned areas, which would directly affect their greater

satisfaction, and indirectly, perhaps, also the effectiveness and efficiency of their work.

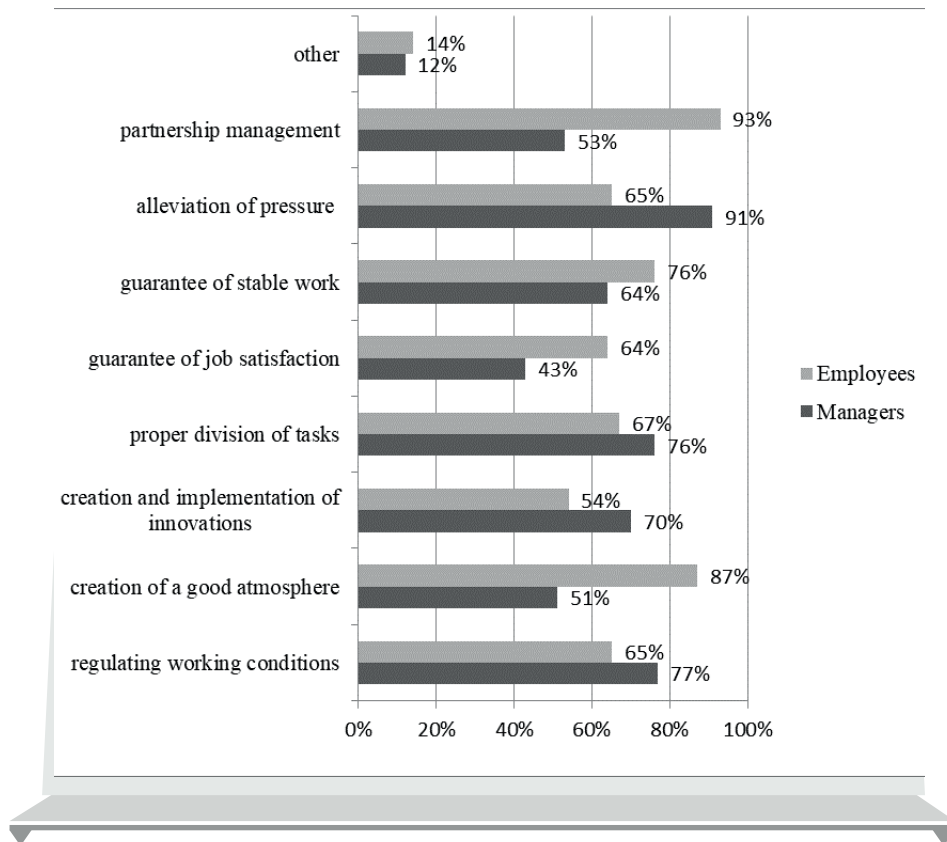


Figure 4. Changes needed to be made in management strategy to improve job satisfaction of hired staff

Source: own study

In conclusion, in the new economic reality created by globalization, technological advances or the rise of intellectual capital, at the dawn of society 5.0, there will be changes in the perception of employees in every workplace. In every industry - in the factory and in the law firm, employees will need

new competencies in the face of the dominance of digital tools. They will expect completely different treatment and support from their employer. Daily experiences with Artificial Intelligence, the Internet of Things, robotics and automation will imprint on them and create unprecedented feelings and needs, and HR departments around the world must be prepared for this.

5. Discussion

As observed by analyzing the above data, it is no surprise that each of us as employees has different aspirations and expectations of our employer. This is a result of the different goals and needs that each employee seeks to fulfill/satisfy in the workplace. Unfortunately for employers, these expectations are not fixed - they often evolve as the employee ages or the environment changes. For some of us, the most important thing is to earn as much as possible, for which we accept, not once, significant difficulties at work. But there are also those among us who most value the stability associated with work comfort and are not set on exorbitant salaries. What should an employer do in such a case? According to the author, the most important thing is to look for the „golden mean“, so that the expectations of employees coincide at least partially with what the employer can offer, because only such a situation provides the foundation for the results expected by the supervisor and the involvement of employees in work.

In the literature, the category of expectations refers to human goals, desires and inclinations that cause actions to be given such and not another direction, preferring certain solutions in terms of their own desired results. The marked priority of economic goals in the practice of organizational functioning reveals a divergence in the expectations of the primary internal stakeholders, i.e. owners/chief management (employers) and executive employees (workers). This divergence raises the need to seek consensus, including greater openness to employees and their work-related expectations. Given the need to mitigate contradictions in the area in question, it becomes important to be peculiarly proactive and inventive in the sphere of arousing such expectations that coincide with the interests of the employer. The assumption that everything that is good for the organization positively corresponds to the expectations of employees usually gives rise to certain problems, which manifest themselves through distrust and even resistance on the part of employees.

It should also be noted that in today's labor market, as confirmed by the author's research, one can find representatives of four generations today: „Baby-Boomers,“ X, Y and Z - described in detail in table 4.

Table 4. Characteristics of four generations of workers

Name	Birth period	Characteristics
Baby Boomers	1946 - 1965	<p>The name is associated with the baby boom generation that followed the end of World War II.</p> <p>Stability - steady job, steady relationship, steady place to live.</p> <p>Sense of security - a steady job from which one will draw a pension in the autumn of life, a legalized marriage, one apartment for life.</p> <p>Tradition - is one of the elements of their identity, rituals and customs repeated in specific temporal cycles.</p> <p>Authorities - a teacher or doctor is always right, and in the case of religious people, a priest as well.</p>
Generation X ..	1966 - 1981 (or 1985)	<p>They do not want to be like their parents' generation (Baby Boomers).</p> <p>Independence - a core value, consistent with individualism, so this generation is able to work very hard and effectively. They are also the first generation to start their careers together with or right after the political transformation of 1989.</p> <p>Self-development - a generation that likes to learn and develop, analyze themselves, discover new things about themselves.</p> <p>Fulfillment - they strive for fulfillment in life, even if one doesn't know exactly what it should consist of.</p> <p>Respect for technology - using technology, but mainly for partisan purposes.</p> <p>Unstable (flexibile) financial situation - resulting from the unstable economic situation coinciding with the time of entry into the labor market - frequent change of employment (retraining), which is often a necessity rather than dictated by the desire for development.</p>
Generation Y	1981 (or 1986) - 1995 (or 1999)	<p>The so-called „Millenials“.</p> <p>Generations raised among computers and cell phones, but also convinced of their own uniqueness. Focused on their own individualism.</p> <p>However, they are no longer so focused on their own development, and certainly do not see it in terms of potential benefits.</p> <p>They tend to do what they enjoy.</p> <p>Technology - the natural environment of life.</p> <p>Virtual world - what happens online, as important and real as the real world, a lot of activity happens online.</p> <p>Lack of authority - they don't care about the opinions of other people outside their own peer group.</p> <p>No recognition of hierarchy - everyone is equal.</p>
Generation X	1995 (or after 2000)	<p>Lack of attachment to places and things - if a job doesn't suit them they quit it. The exception is the phone - the smartphone is an integral part of their person.</p>

Source: own study

When analyzing the above information and research results, we must remember that employees of different ages may have different goals and needs, which translate into their expectations of their employer. It's no secret that work-life balance is advocated by those in Generation Y, when their predecessors, Generation X, are characterized by a „I work to live” attitude. If we look around us, we can see that, for the most part, the highest positions in organizations are held precisely by people whose date of birth includes them in Generation X. They are the ones who influence the organization's performance not only economically, but also socially. On the other hand, we can see representatives of Generation X among social activists who are changing the environment and the organizations themselves. This is, after all, the generation referred to as „Re-generation” from the words: „responsibility, renewable energy, recycling, carbon reduction and resource constraints” (Zaleśna, 2018). However, this does not change the fact that employees are a key stakeholder in any organization, with obviously individual changing expectations. However, it does not change the fact that the employer should have a dialogue with representatives of each generation, which is intended to lead to a better understanding of their needs and expectations. This is essential for preparing a strategy for the entire organization that will take into account just how to meet at least part of their needs, which will help to fully realize the potential that lies within them.

However, returning to the main objective of the research, the whole process confirmed the conclusions of the literature review that job satisfaction is influenced by a number of factors, which are detailed in table 5 and divided by the author, into professional and nonprofessional factors.

Table 5. Factors affecting job satisfaction

Organizational factors	Directly related to the work performed: the type of tasks performed, pay (its adequacy to the employee's duties and commitment), promotion prospects, job security, organizational operating policies (the level of care for employees and their needs), company development policies (Gros, 2003).
Social factors	Organizational climate, respect at work, arrangements with superiors and co-workers, relations with customers.
Personal factors	Pertain to individual characteristics of employees: age, gender, race, cognitive ability, work experience, personality traits, work status.

Factors directly shaping satisfaction	At the employee level - the needs of employees and their individual characteristics. At the organizational level - characteristics of the organization: mission, goals, development strategy, organizational resources, size of the organization.
Factors indirectly shaping satisfaction	At the employee level - the employee's acquired qualifications, abilities, competencies; at the organizational level - the characteristics of the organization, i.e. the organization's requirements, relations with customers, the environment, public opinion (Bartkowiak, 2009).
Professional factors	
Remuneration	A key role in building job satisfaction for the largest group of employees. Receiving a salary below expectations lowers satisfaction, but receiving a salary above does not affect it (Card et al., 2012).
Opportunities for professional development (promotion)	Subjective evaluation of opportunities for advancement in a company is very important in assessing satisfaction. If an employee perceives a lack of opportunities related to development and future promotion they are more dissatisfied with their working conditions.
Opportunities for personal development - challenges	This is the most important factor affecting job satisfaction. Over time, if an employee does not develop, he or she may experience stagnation and less job satisfaction. Lack of change can also result in increased discouragement and inactivity on the part of the employee. This factor is generally related to age and seniority.
Supervision (known as the level of control during task performance and the level of autonomy)	The level of control expected by employees depends on many variables (including the employee's personality and experience). Some employees need more control while performing tasks, while others need more autonomy. Failure to match the type of control to a given employee can cause frustration and translate into reduced job satisfaction.
Achievement	Some employees feel a high need to achieve success. If an employer does not create the right working conditions to fulfill this need, it can reduce the level of job satisfaction in its subordinate.
Recognition	Employees expect recognition and respect in their work life. Lack of feedback from superiors in the form of praise or financial gratification increases dissatisfaction among employees.
Autonomy	There is a positive relationship between autonomy and job satisfaction, but the impact of this freedom on individual work domains (pay, promotion, etc.) varies.
Nature of work	Working conditions relating to both workplace equipment, working hours, as well as extras such as health care, a place to park, a company car, various team-building events, as well as good lighting in the workplace or air conditioning. Some employers do not pay attention to these factors, which are nevertheless important and affect satisfaction (Skowron & Gašior, 2017).

Characteristics of co-workers	The strength and nature of the bonds that develop between employees are influenced by organizational culture. The pro-social attitude and cooperation promoted between employees can increase job satisfaction in some cases, while generating feelings of discouragement and dissatisfaction in others.
Stress	Refers to one's role in the organization or role conflict. Significantly affects job satisfaction and possible readiness to change jobs. However, job satisfaction is affected not only by stress in the workplace, but also by that related to personal life.
Non-work factors	
Satisfaction with life	Quality of life generated by family, health, wealth, place of residence, and social support (Satyanarayana & Narender, 2008).
Age	The level of job satisfaction increases with age and is higher in workers with more seniority relative to those just entering the job market.
Gender	Women are more likely than men to report job satisfaction. With women, good relationships with superiors, the nature of the work and the ability to combine work and family needs consistently often play a key role (Clark et al., 1996).
Race	Caucasian employees view their work more positively relative to employees of other races, emphasizing its importance in their lives. Often, workers of other races and ethnic minorities hold low-skilled jobs with no advancement opportunities and little pay (Schulz & Schulz, 2002).
Cognitive abilities	An inadequate level of intelligence (too high or too low) in relation to the difficulty of the tasks performed adversely affects job satisfaction (Karaś, 2003).
Form of employment	Self-employed people report significantly higher levels of job satisfaction than those in full-time jobs, while at the same time a significantly lower degree of perceived security. The increase in satisfaction is explained by greater job flexibility, greater autonomy and independence (Skowron & Gąsior, 2017).
Job tenure and career development opportunities	People who take on a new job are satisfied with it and believe there are opportunities for growth, and the work will often be judged by them as interesting. Over time, if an employee is not making progress, they may feel stagnant and less satisfied with their job. The lack of change can also cause the employee to become more discouraged and passive (Sak-Skowron & Skowron, 2017).

Source: own study

Therefore, it should come as no surprise that experts in this field, who daily study in theory and practice the problems of optimizing employee motivation and stimulating intrinsic motivation, point to a set of norms, methods and tools that should be implemented by organizations aiming to build their competitive advantage in the market based on the optimal „use“ of key competencies held by the employees they employ. Only a „well-meaning“ employee, in relation to his work, as well as to the whole organization, feeling part of this organization, will be ready to fully cooperate in order to strive to achieve the set market goals, identified with his personal aspirations. Only then, he will „choose“ to use his unique competencies to fully deserve to be called a key employee for his organization.

6. Conclusion

Despite significant differences in worldview and „method for living“, despite significant differences between different generations, despite holding different positions in the organization and many other factors, after analyzing the collected source data and research in this area, the author came to the conclusion that, despite everything, the picture of expectations of Polish employees is rather consistent, and certainly not as different as it would seem from their characteristics:

1. Polish employees expect first and foremost a decent salary from their employer.
2. A little less important to them is the atmosphere that prevails in the workplace.
3. Another important thing is the person of the direct supervisor, who should have the appropriate competence.
4. Next in importance, respondents mentioned: „work life balance“. the opportunity for development, belief in the meaning of their work, and the possibility of independence.
5. What surprised the author of the survey the most was the fact that respondents were not interested in environmental protection measures, gender equality and diversity management.

The above „ranking“, in the author’s opinion, is unlikely to surprise anyone familiar with Polish economic realities. The need for „high“ salaries is, of course, usually a subjective issue, but it stems from the aspiration of each of us to „live at a decent level“, which, in the case of the current economic situation in the country and the fact that the earnings of Polish workers deviate from the average in Europe of developed countries, is rather obvious. But on the other hand, going back, for example, 10 years, one can say that the situation

is changing, as an increasing number of respondents expect the best possible atmosphere at work to help them develop themselves and achieve the best possible results. Such an evaluation of employees' needs and expectations will also mean changes in the management of organizations, which, in addition to adapting to an increasingly turbulent environment (they need to be more flexible, productive and innovative), must organize the work of their employees in such a way that it gives them satisfaction, is less burdensome and satisfies more and more of their needs. But the challenges do not face only those managing organizations. According to the author, the management sciences, in response to economic needs, should continue to develop concepts, combined with research methods and indicators of measurement, of job satisfaction of hired employees. Therefore, he hopes that the direction of the research undertaken in this article (although not on a large scale) is correct and provides a basis for future development.

Abstract:

The main purpose of the article is to identify the main factors that have the greatest impact on building satisfaction of employees who work in Polish organizations. In addition, the author will try to identify the expectations of respondents that apply to their workplaces and identify the most important problems and barriers in the surveyed organizations, occurring in the processes of human capital management. As the main research method, in addition to the literature analysis, of course, the author chose a survey, in the form of a structured interview, with team leaders and their employees. The entire research process was carried out in 44 purposefully selected Polish organizations, in 2021 (254 employees of these organizations took part in the survey). Of course, due to the number of subjects, the study has a pilot character. Based on the analysis of the literature and the conclusions of the survey, 4 main groups of determinants that have the greatest impact on the level of job satisfaction of respondents have been identified - they have been divided into professional and nonprofessional factors. In addition, the author described the main barriers that generate the most problems and dysfunctions that accompany respondents during their work.

Keywords: *stakeholders, job satisfaction, employee expectations.*

JEL

Classification: J17, J24, M12, M54.

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