EMPLOYEES' JOB SATISFACTION AND THEIR WORK PERFORMANCE AS ELEMENTS INFLUENCING WORK SAFETY

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Abstract: Job satisfaction has a big impact on how an employee performs his job. Both elements have an impact on job safety and employee perception of it. A satisfied employee devotes himself to work, performs orders better, cares for others and for himself. He feels safe in the enterprise. The aim of the paper was to assess employees' job satisfaction and their work performance with use of simply survey. In order to achieve this aim, a survey was conducted among employees of a chosen metallurgical enterprise who were asked to assess level of their job satisfaction. The employees defined their job satisfaction by referring to 20 statements describing this satisfaction and evaluating three factors that were used to compute the satisfaction index. The survey allowed for indication the general level of employee satisfaction.
Keywords: job satisfaction, work performance, work safety

1. INTRODUCTION

The employee is an essential element in the process of implementing the enterprise's mission and vision, especially in the production sphere. Employees should meet the performance criteria set by the organization to ensure the quantity and quality of their work. To meet organizational standards, employees need a work environment that allows them to work freely without problems that can stop them from reaching their full potential (Raziq and Maulabakhsh, 2015). They also need appropriate superior that will provide them with this environment, but above all, he will motivate them to work in the right way, make them feel satisfied with their work.

Each person has different criteria for measuring own job satisfaction. The factor that influences it, is the style of management, but also payments, working hours, schedule, benefits, stress level and flexibility. Job satisfaction is related to productivity, motivation, work performance and life satisfaction (Abuhashesh et al.,2019), which means that this also applies to the private lives of employees.

It should be remembered that job satisfaction affects the employee's feeling of security in the enterprise. A satisfied employee feels better in the company, perform better

his work, but above all feels safe when it comes to his future and work in the enterprise. That is why job satisfaction is such an important element of the work safety (Wolniak and Olkiewicz, 2019; Niciejewska, 2017).

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2. LITERATURE REVIEW

Job satisfaction can be defined as a sense of employee achievements and successes. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well and being rewarded for own efforts (Kaliski, 2007; Aziri, 2011).

People can also have different approach to various aspects of their work, such as the type of work they are doing, colleagues, superiors or subordinates and their salary (George and Jones, 2008). Different motivation style and leadership style can work in different way on every employee, resulting in increased work performance and job satisfaction. Therefore, job satisfaction is an essential element motivating employees and encouraging them to achieve better results (Raziq and Maulabakhsh, 2015).

Ostroff (1992) says that employee satisfaction is of great importance not only for employees but also for the entire organization. Because satisfied employees are usually happy and motivated to work, consequently the organization can get amazing results from their work, from the other side, those dissatisfied employees will not be encouraged and will be disturbed by their work routine, they will run away from responsibility and even avoid work (sick leave, days off etc.) (Judge, et al., 2001).

Job satisfaction is considered as one of the main factors of the effectiveness and efficiency of business organizations. In fact, the new managerial paradigm, which insists that employees should be treated primarily as someone who has their own needs and personal desires, is a very good indicator of the importance of job satisfaction in modern enterprises. Analyzing job satisfaction, it can be concluded that a satisfied employee is a happy employee and a happy employee is successful employee (Aziri, 2011).

The availability of superiors at the time of need, the ability to connect employees, stimulating creative thinking and knowledge of values, openness in the eyes of employees and the ability to communicate with employees are basic features of supervision. Various researches have shown that with good and effective supervisor, the level of employee satisfaction was high, while with poorer communication skills, the level of employee dissatisfaction was high (Schroffel, 1999; Raziq and Maulabakhsh, 2015).

Rötze claims that there are four determinants influencing employee satisfaction: "supervisor/leader", "job design", "workplace environment" and "performance pay". According to his research the factor supervisor/leader has not a so strong impact on motivation but is crucial for job-design satisfaction and affects the level of satisfaction with performance pay very much (Brenninger, 2015).

So it can be claimed that managers can influence employee satisfaction, commitment and performance through appropriate leadership style. The leadership style can be

viewed as a number of managerial attitudes, behaviors, traits and skills based on individual and organizational values (Mosadegh Rad and Yarmohammadian, 2006).

The manager's influence on team management is particularly important in manufacturing enterprises, especially in heavy industry sectors, where men predominate among the employed. The superior leads the employee team differently, where there are also women, where employees sit in the office more often, and in different way in the men's team, whose main workplace is the production hall, who behave differently in men's company than in mixed company.

Comparing different leadership styles it can be seen that the most positive impact on employee satisfaction can be achieved through participation motivating leadership style. Participatory management and participatory planning processes have a positive impact on job satisfaction. It is important for leaders to know that employee motivation, which is the basis of their results, is difficult to observe, but it can be developed through active participation in the life of the organization. It is very important for leaders to be on the same side as their employees (Soonhee, 2002). Unusual results can be achieved when an employee feels that the main impulse of his supervisor is completely in line with his wishes and observations regarding the staff (Golemann et al., 2004).

According to Brenninger (Brenninger, 2011) for getting satisfied employees and good results supervisors have to adapt their leadership style in a way that employees get more involved in the decision making processes to get a higher level of commitment for the enterprise's goals. Supervisors have to involve as many employees as possible. They have to support individual and team effort and share information through the company for motivating employees. Good supervisors do not work only vertically they also work horizontally, which means they have to manage cross-functional processes, projects, time and resources.

Bakker, Albrecht and Leiter (2011) point out that our emotional experiences can be characterized by a continuum of low excitement - high excitement and sadness - pleasure. It is possible to inscribe the majority of human experiences in this two-dimensional grid. Therefore, with this model, one can describe commitment as a pleasant state of mind with a fairly high excitement, with its level lying between enthusiasm and happiness.

With similar reasoning, satisfaction can be placed within a pleasant state, but with insignificant excitement. With classic approach presented by Locke (1976), job satisfaction results from the perception of person's own activity as one that allows for the achievement of important values, with these values being consistent with the needs and helping meet basic human needs.

Furthermore, Wexley and Youkl (1984) defined job satisfaction as feelings and attitudes of the employee towards work. Specific factors should be controlled in order to induce contentment in an employee. The factors that lead to a prolonged satisfaction are called "motivators" by Herzberg. This satisfaction can generate achievement, recognition, work itself and responsibility (Herzberg, et al., 1959).

The subject literature indicates a strong correlation between employee satisfaction and the effects of the organization's activities (Pietroń-Pyszczek, 2010). Among the widely researched and verified relationships are the impact of job satisfaction on commitment to work (Sadler, 1997; Shepherd and Mathews, 2000), and thus on effectiveness, as presented by Yalabik et al. (2013) in their model: "Job satisfaction" influences "Commitment to work" which influences "Work performance".

Employee efficiency and work performance have always been an important issue for organization managers (Kelidbari et al., (2011). Employees who are very committed to their organization ensure a high level of the services' or products' quality, maintenance, productivity and generate higher profits. Employees have more than job satisfaction, are happy that they can serve and are promoters of products and brands. There is evidence that employee involvement increases work performance and overall productivity, creates a better and more productive work environment, reduces employee absence and work leaving (Bin Shmailan 2016).

3. METHODOLOGY OF THE RESEARCH

The research took the form of a questionnaire. It was filled in by 47 employees of the chosen metallurgical enterprise.

The research enterprise belongs to metallurgical industry. It should be remembered that this is a very specific industry (heavy industry). In such enterprises, men are most often employed, women rather only in office and for organizational work. Therefore, this may be reflected in the results. Men have different approach to surveys than women. Not only that, they create different bonds, different atmosphere (employee-employee and employee-supervisor) than women (here feelings, conflicts play a large role). They often have different requirements for working conditions.

The survey concerned employees' job satisfaction. Employees were expected to refer to 20 statements describing employees' job satisfaction in the enterprise studied. The list of these statements was presented in Table 1. Employees were supposed to evaluate these statements on a scale of 1 to 10, where 1 means 'I completely disagree' and 10 denotes 'I totally agree', in similar way like in Parker scale used in the Servqual method (Babakus and Boller, 1992).

Table 1

Statements of the survey on job satisfaction

No	Statement
1.	Form of employment is satisfying.
2.	Current level of salary is satisfying.
3.	Social package offered by the company is satisfying.
4.	Physical working conditions in the company are satisfying.
5.	Current job description is appropriate.
6.	I know who my direct supervisor is.
7.	In my work I use my existing qualifications.
8.	I think my relationship with my direct supervisor is appropriate.
9.	My direct supervisor knows my job well.
10.	Atmosphere in the company is friendly.
11.	The level of employment stability in the company is satisfying.
12.	Way of promotion of employees is appropriate.
13.	Way how the company get rid of the employee is appropriate.
14.	The trainings offered by the company are well done.
15.	The company has a respect and understanding for my family responsibilities.
16.	I did not observe or I did not experience discrimination.
17.	My effort and commitment are appreciated by my direct supervisor.
18.	I have a feeling that I am a part of the company.
19.	I am informed about the plans of the company.
20.	I would recommend to a friend employment in the research company.

Source: (Dziuba and Ingaldi, 2016)

The results of the part of the survey are presented in the form of bar charts, with individual bars referring to the average assessments of individual statements.

Furthermore, in the second part of the questionnaire, the same employees were asked to assess three items that allow to determine their job satisfaction:
– Overall satisfaction with working conditions.
– Relations with the superior.
– Satisfaction with salary.

Employees were asked to evaluate the above mentioned elements on a scale of 1 to 10, where 1 meant complete dissatisfaction whereas 10 meant full satisfaction. The results of this survey are presented in the form of a bar chart, where bars indicate the average rating of an element in relation to the maximum rating that this element could obtain (satisfaction index).

4. RESULTS

Figure 1 shows the mean results of assessment of the statements that define employee satisfaction.
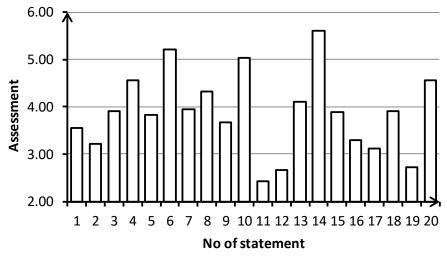

Fig. 1. Comparison of obtained averages of individual statements (own study)

Employees rated on average the statements affecting their job satisfaction at the level of 3.88. This means that they were satisfied with their work to a medium level. However, analysis of Figure 1 reveals that the assessments of individual statements varied and often differed from the average.

Employees indicated that the most important factors of their job satisfaction, e.g. "the trainings offered by the company are well done" (statement 14). This is very important for a person who starts working for the enterprise. Such training explains exactly what and how to do but also often raise employees' awareness of what the enterprise is doing. It can therefore be concluded that the enterprise's supervisors are aware of the need for various types of training and that it affects the effective work of employees. The introduction of new technologies, new solutions, but also new techniques and methods of production management not only in enterprises of the metallurgical industry requires continuous training and new skills so training are necessary.

Other highly rated statements were: "I know who my direct supervisor is" (6) and "atmosphere in the company is friendly" (10). Every employee must know who his or her immediate superior is, because this is the person who assigns specific tasks and

gives instructions to the employee, and the person who is approached by the employee in case of any problems. Especially that work in a metallurgical enterprise is rather hard and not too safe. This is also important from the standpoint of building an appropriate communication system in the enterprise. With friendly atmosphere at work, employees are willing to come to work, are not afraid of the requirements they have to meet, are more willing to perform their assignments, and are motivated to develop and act for the benefit of the enterprise, despite the effort they have to put into it.

The lowest rating was given to the statement that "the level of employment stability in the company is satisfying" 11, "way of promotion of employees is appropriate" 12, "I am informed about the plans of the company" 19. These are statements related to the development of employees and the enterprise itself. Perhaps employees do not feel safe in the enterprise, they are not sure about its future and thus their own future, which is related to the overall rotation of employees in the market. A worrying statement concerned the way of promotion. The employee needs to know what their promotion path is and what needs to be done to improve their status in the enterprise. Such ignorance has a negative impact on motivation, as the employee is not sure whether his or her work will be noticed, and above all appreciated by superior.

This may also be related to the abovementioned characteristics of the supervisor, when employees indicated that, on the other hand, the employees said that their supervisor does not asks staffs about advice connected to correct processes and does not allow to improve work independently. Employees have no chance of participating in the improvement of the enterprise, which also affects their morale and satisfaction, at first of all their motivation.

9 out of 20 statements were rated below the average. These were statements that would need to be looked at more closely in order to improve the job satisfaction of employees and thus their work performance, because satisfied employees are efficient and willing to work.

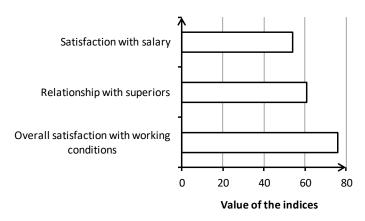Figure 2 shows satisfaction indices based on the ratings given by respondents.

Fig. 2. Satisfaction index (own study)

General employee satisfaction (mean of all three indexes) was 63.7%. This is a good but not satisfactory result. Most employees are satisfied with their working conditions. The lowest level of satisfaction was found for salaries. The mean satisfaction is close to the mean assessment of relations with superiors.

This result may be due to the superior traits that were previously analyzed, especially those negative. Employees are not asked for advice on processes used in the enter-

prise, nor do they improve them, they do not feel responsible for the enterprise, and the behavior of their superiors does not motivate them to self-development and striving for success. The unsatisfactory employment safety also negatively affected the general level of satisfaction. If an employee does not see his or her future in the enterprise, does not see the possibilities of his or her development, and is not properly motivated, they perform their assignments less accurately and do not pay sufficient attention. Sooner or later they will look for a new job and the enterprise will have to look for new employees. All this leads to low work performance.

5. CONCLUSION

In the research the employees of chosen metallurgical company were supposed to assess their job satisfaction. Their job satisfaction results in their work safety. Happy and satisfied employee performs better his duties, becomes more responsible, feels part of the enterprise. The employees defined their job satisfaction by referring to 20 statements describing this satisfaction and evaluating three factors that were used to compute the satisfaction index.

Of course, the research is not without limitations. The survey was created on the basis of the authors' experience and found references. Some important factors could be omitted due to the subjectivity of authors who looked at the problem from the engineer's point of view. Survey itself was quite long so some respondents could feel bored and filled it up without any will or at random. The research was conducted in cooperation with the management of the research enterprise, which could also have an impact on the results because the employees knew that results would be available to the management so they could be afraid to answer honestly.

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