

## JOB SATISFACTION AND ITS CONTRIBUTING FACTORS, RELATIONSHIP TO ECONOMY, ANALYSIS AMONG FOUR TYPES OF ORGANIZATION

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**Abstract.** The study examines job satisfaction among workers in four types of organizations (Czech companies, foreign companies, transitory companies, and state institutions) in the Czech Republic. Using Spector's determinants of job satisfaction, along with innovation and organizational support, a survey was conducted. The analysis involved multi-linear regression, mean, and standard deviation tests. Results show a positive correlation between job satisfaction and factors like communication, nature of work, co-worker relationships, working conditions, contingent rewards, supervision, promotion, and pay across all organizations. We also observed that innovation had a positive correlation with job satisfaction in foreign companies and state institutions, but the impact was not significant. However, there was a significant inverse relationship between innovation and job satisfaction in Czech and transitional companies, though not significant for transitional ones. Organizational support significantly impacted job satisfaction in Czech and transitional companies, but for foreign companies and state institutions, it was not significant. Consequently, the paper suggests that much attention should be given to the area with less satisfied parameters. This research can guide HR, managers, employers, and policymakers in enhancing worker satisfaction based on their abilities or contributions to organizational effectiveness and improving the organization's economic situation.

**Keywords:** job satisfaction, transitional company, government institutions, innovation, empirical analysis, organizational support, economy influence.

**JEL Classification:** J28, M14, M21.

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## 1. Introduction

In the realm of organizational research, job satisfaction (JS) has garnered substantial attention from scholars worldwide. Lumley et al. (2011) highlight the significance of this area of study, emphasizing its pervasive influence on both employees and managers across various sectors of the economy. Job satisfaction's importance transcends individual well-being; it extends its impact to social, labor, market policies, and the broader economy as well (Sattar et al., 2012). Very important measure of economy is the job quality that is related to JS (Picatoste et al., 2021).

Huang et al. (2017), Zubr and Sokolova (2021), Morgan and O'Connor (2022), and other scholars contribute by acknowledging the global concern surrounding JS. They reinforce the

notion that JS is a crucial factor that shapes organizational outcomes and societal structures. Economically JS encompasses both quantifiable and financial aspects that employees derive from their work and professional growth (Sypniewska, 2014).

A study by Lu et al. (2019) identified various factors influencing JS, including relationships with co-workers/managers, the nature of the work, opportunities for personal growth, workload, job security, recognition, and psychological rewards. Research indicates that there is no single basic component of JS (Özpehlivan & Acar, 2016), suggesting that existing factors might be insufficient. Therefore, the researcher plans to utilize determinants coined by Spector (1997) – such as communication, nature of work, co-workers, operating conditions, contingent rewards, supervision, promotion, and pay – as these are deemed conducive for exploring JS determinants. The aim is to offer a comprehensive understanding of factors influencing employees' satisfaction levels.

Due to the expansion of organizations and the emergence of new business institutions, factors such as innovation and organizational support have been recognized as external influences and incorporated into research to address existing gaps. Innovation is crucial for organizations seeking to stay competitive, as it enables them to develop novel ideas for organizational growth (Iranzadeh, 2017). Research suggests that firms or institutions praised for their creativity and innovation tend to make their employees happier and more enthusiastic, leading to increased satisfaction. Studies also indicate that innovation can sometimes lead to inequality and reduced well-being when it is employed at the corporate level, particularly when profit-sharing is uneven, causing dissatisfaction among workers (Rasulzada & Dackert, 2009).

Again, research suggests that organizational support from managers, peers, and friends can positively contribute to JS (Hoang et al., 2013; Demerouti et al., 2014). However, a study by Annink (2017) found that factors at individual, institutional, and societal levels may either hinder or affect this support, leading to dissatisfaction in work-life balance. Overall, there are mixed results and therefore it is not easy to generalize the impact of two variables on JS. Consequently, investigating their relationship to verify their current influence remains vital.

The decision to conduct the research in the Czech Republic holds significance due to the unique socio-economic context shaped by the legacy of the post-communist transition economy. As noted by Lange (2009), this context has profound implications for the attitudes, values, and beliefs of individuals in the Czech labor market, thereby influencing their JS. By focusing on this specific geographical and historical context, the research not only provides insights into JS dynamics within the Czech Republic but also contributes to a broader understanding of post-communist transition economies in Central Europe.

Similarly, our decision to incorporate four different organizations in the research design is based on recognizing their distinct features and operational dynamics, which are thought to impact employees' JS levels. For instance, domestic companies operate within a single country and may have features like greater production factor mobility and fewer regulatory restrictions compared to international businesses. In contrast, foreign companies face challenges such as navigating diverse regulations, cultures, and market dynamics, along with higher capital investment and quality standards to compete globally.

Transitional companies operate in economics undergoing significant economic and political transformation, such as post-communist transition economics. These companies may face unique contests relating to navigating the transition process, adapting to changing market conditions and aligning with evolving regulatory frameworks (Mata & Portugal, 2004). Government organizations have also not been spared from issues such as bureaucratic structures, red tape, and public service-oriented activities, which can affect JS through operations, promotions, support, and innovation. Analyzing JS across these factors, including production, regulatory constraints, quality standards, and capital, can shed light on employees' satisfaction levels. This analysis can then update recommendations for workers in managerial positions.

To the best of our knowledge, no study has compared JS across four organizational types simultaneously. We incorporated Spector's JS determinants along with innovation and organizational support, adding a unique aspect to our research. By examining the interplay between innovation, organizational support and JS, scholars aim to offer insights for managers and policymakers to improve workplace satisfaction and promote sustainable growth.

## 2. Literature review

### Relationship between the dimensions of job satisfaction and employees' job satisfaction

Previous researchers have used various dimensions to measure employees' JS, and the findings indicate that none of them is sufficient. Hence, the research has limited the work design to innovation, organizational support, and Paul Spector's advanced dimensions including communication and others. Communication is a crucial productivity factor influenced by various factors (Da Cruz et al., 2022). Effective communication fosters shared influence, reciprocity, and satisfaction (Mehra & Nickerson, 2019; Men & Yue, 2019). Conversely, ineffective communication leads to job dissatisfaction, which is particularly critical in today's globalized era. Disagreements among workers hinder effective communication, contributing to dissatisfaction. Weak communication applications, influenced by factors like technological limitations and organizational culture, also contribute to job dissatisfaction (Desa et al., 2019). Addressing communication gaps is vital for organizational and governmental success (El & Saleh, 2015).

Besides, the nature of work as another dimension significantly affects JS. It is also asserted that, if employees find their jobs fulfilling and aligned with their skills and interests, they are more satisfied. Conversely, dissatisfaction with job content can lead to lower JS and reduced loyalty toward the organization (Naderi, 2013). A study by Chiang et al. (2014) also found a negative relationship between job context (nature of work) and employees' JS. Again, it should be noted that co-worker support as a dimension is crucial, especially for new employees (Tews et al., 2013). Newcomers often need guidance in understanding the organization's rules, principles, and culture, which colleagues can provide (Limpanitgul et al., 2014; Yang et al., 2015). This support fosters JS and helps new employees adapt. Küçük (2022) found that co-worker support moderates JS, while Srimarut and Mekhum (2020) highlighted a strong correlation between co-workers and JS.

Moreover, a shred of evidence demonstrates that bad working conditions tend to shrink JS (Davis, 2004). Impliedly, when operational conditions are poorly defined, employees feel dissatisfied, whereas well-structured environments boost satisfaction and productivity. Group work, a modern strategy, is linked to organizational success and employee satisfaction (Kaplan, 2011). Yasir (2019) also found a positive relationship between the working environment and JS. On the other hand, contingent rewards which are common in the public sector, are regarded as extrinsic motivators tied to specific goals, often financial incentives (Vangelisti, 2009). Studies by Puni et al. (2018) and Tu and Gong (2022) explore this relationship, offering insights into how contingent rewards affect employees' perceptions of their jobs and the organizational environment. Employers using contingent rewards, like performance pay schemes, demonstrate belonging, esteem, and satisfaction. However, Kwapisz et al. (2019) found interesting differences in this relationship. They observed a positive association in non-profit organizations but a negative correlation between for-profit organization settings.

Against this background, a study in organizational science unfolds the vital role performed by supervisors in shaping the skills of employees. Supervisors significantly impact employees' satisfaction with their work (Adebayo & Ognisina, 2011). Campione (2014) notes that differences in work expectations and communication styles across generations affect satisfaction with work and supervisors. Bengé and Harder (2017) highlighted the importance of the employee-supervisor relationship in determining JS and productivity, particularly in Florida. Positive relationships with supervisors lead to higher JS and performance (Shahmandi et al., 2011). Supervisors' behavior, including their concern for employees and their ability to motivate them, influences employee JS (Windon, 2020). Alsolamy (2021), Van Der Wal et al. (2016) found mixed results regarding supervision's impact on JS.

Promotion significantly influences JS (Luthans, 2011). Khan and Mishra (2013) found a positive correlation between JS and promotions at the College of Muscat, while Lup (2018) found mixed results in the UK, showing higher JS among promoted men but varied outcomes for women. Once more, pay and compensation management aims to reduce employee dissatisfaction and attract talent. Higher pay rates contribute to JS (Wright & Kim, 2004; Luthans, 2011).

However, innovation is timeless, as humans constantly seek new approaches to work, innovation is crucial for organizational survival and growth (Iranzadeh, 2017). Alternatively, its impact on JS is complex and varied (Grolleau et al., 2022). Innovations aimed at improving worker well-being generally enhance satisfaction, but those solely focused on profit can lead to dissatisfaction, like replacing workers with robots. Creative and innovative firms are perceived more positively, fostering employee happiness and satisfaction (Rasulzada & Dackert, 2009). Bottom-up innovation boosts public service employees' JS (Demircioglu, 2021).

However, innovation can lead to inequality and dissatisfaction if profit sharing is uneven (Rasulzada & Dackert, 2009). Employees may perceive innovation negatively if it is regarded as an extracurricular activity (Honkaniemi et al., 2015). The impact of innovation on JS varies, suggesting a need for further investigation (Aldieri et al., 2021).

Finally, studies show that support from organizations, managers, peers, and friends generally increases JS (Hoang et al., 2013; Demerouti et al., 2014). Peers' assistance creates a perception of mutual support in task completion (Nasurdin et al., 2018). Managerial support,

particularly emotional and operational, during difficult times, promotes JS (Khatatbeh et al., 2021; Lee et al., 2017). Organizational support encourages participation in rewarding group projects, boosting job performance and satisfaction (Sun, 2019). In contrast, Annink (2017) investigated how organizational and social support affects capabilities through individual, institutional, and societal factors. The study found that institutional and societal factors can either hinder or enhance social support for work-life balance, thus impacting JS. Building on the aforementioned theoretical arguments or background and some evidence, the following hypotheses have been proposed to elucidate the current trend:

- **H1:** Effective communication positively influences employees' job satisfaction.
- **H2:** "Nature of the job" positively affects employees' job satisfaction.
- **H3:** Operating conditions in an organization affect employee job satisfaction.
- **H4:** The impact of contingent rewards positively stimulates employee job satisfaction.
- **H5:** Innovation and organizational support increases employees' job satisfaction.

### 3. Methodology

#### 3.1. Sample and data collection procedure

The study employed a cross-sectional survey to examine the relationship between dependent and independent variables across domestic, foreign, transitional companies, and government institutions in the Czech Republic. Conducted face-to-face, the survey included a cover letter, permission form, and a brief guide on questionnaire completion. The sample comprised individuals from both private and public sector organizations settings. We utilized a non-probability sampling-purposive sampling approach. The number of questionnaires was 36. A total of 1090 respondents participated which 1086 were used, representing 99% of the total population from the organizations or institutions. The selection of the four organizational types was based on their unique features believed to impact JS, as explained in the introduction. The survey took place from January to May 2023.

#### 3.2. Instrumentation

The structured questionnaire, based on previous studies, comprised three sections: The first covered respondents' demographic profiles, including gender, age, education, type, and size of organization, job position, and tenure. The second section included items related to JS, such as communication, nature of work, co-worker relationships, operating conditions, contingent rewards, supervision, promotion, pay, innovation, and organizational support, adapted from Spector (1997). Respondents used a 6-point Likert scale (1 = very low satisfaction, 6 = highly satisfied) to express their opinions, with over 70% of items being positively framed.

The final section asked respondents to rate their satisfaction with organizational support and innovation. Overall, the research analyzed ten independent variables (including support, innovation, and eight others) using multiple linear regression analysis to assess their correlation with JS (Hemphill, 2003). R-square was used to determine the proportion of variance in the model, with values below 0.4 considered low, 0.4 to 0.6 medium, and above 0.7 high (Evans et al., 2021). The variance inflation factor was utilized to examine multicollinearity, with values above 10 indicating multicollinearity.

### 3.3. Ethical considerations

The study received ethical approval from university authorities in compliance with the natural ethics regulations of the Czech Republic. A well-designed, anonymous questionnaire was used, ensuring data privacy and maintaining confidentiality. Written consent was obtained from all respondents.

### 3.4. Data analysis

Stata statistical software/SPSS was employed for both descriptive and inferential analyses, including correlation, regression, and variance inflation factor (VIF) tests, as well as for graph creation. Mean and standard deviation were utilized to investigate statistical assumptions and ensure data appropriateness. We employed a multiple linear regression model, a method used by Witz et al. (1990), William and Babbie (1976), to predict JS based on independent variables

The construction of a multiple linear regression model for the four organization types is mathematically presented below:

$$Y_1 = A_1 + \beta_{10}X_{10} + \beta_{11}X_{11} + \beta_{12}X_{12} + \beta_{13}X_{13} + \beta_{14}X_{14} + \beta_{15}X_{15} + \beta_{16}X_{16} + \beta_{17}X_{17} + \beta_{18}X_{18} + \beta_{19}X_{19} + B_kX_{k1}, \quad \text{Czech Companies model (1)}$$

$$Y_2 = A_2 + \beta_{20}X_{20} + \beta_{21}X_{21} + \beta_{22}X_{22} + \beta_{23}X_{23} + \beta_{24}X_{24} + \beta_{25}X_{25} + \beta_{26}X_{26} + \beta_{27}X_{27} + \beta_{28}X_{28} + \beta_{29}X_{29} + B_kX_{k2}, \quad \text{Foreign Companies model (2)}$$

$$Y_3 = A_3 + \beta_{30}X_{30} + \beta_{31}X_{31} + \beta_{32}X_{32} + \beta_{33}X_{33} + \beta_{34}X_{34} + \beta_{35}X_{35} + \beta_{36}X_{36} + \beta_{37}X_{37} + \beta_{38}X_{38} + \beta_{39}X_{39} + B_kX_{k3}, \quad \text{Transitional Companies model (3)}$$

$$Y_4 = A_4 + \beta_{40}X_{40} + \beta_{41}X_{41} + \beta_{42}X_{42} + \beta_{43}X_{43} + \beta_{44}X_{44} + \beta_{45}X_{45} + \beta_{46}X_{46} + \beta_{47}X_{47} + \beta_{48}X_{48} + \beta_{49}X_{49} + B_kX_{k4}, \quad \text{Government Institutions model (4)}$$

where  $Y$  implies the dependent variable,  $A$  represents the constant,  $\beta$  represents the co-efficient,  $X$  represents the independent variables and  $B_kX_k$  represents the error term.

$Y$  – Job satisfaction (JS),  $X$  – communication (COMM), Nature of work (NAWK), Co-worker support (COWK), Operating condition (OPEC), Contingent Reward (COR), Supervision (SUPV), Promotion (PROM), Pay (PAY) Innovation (INNO) and Organisational Support (SUPP).

The goodness of fit, indicating the model's predictive ability, is determined by the coefficient of determination ( $R^2$ ), typically ranging from 0 to 1. A value closer to 1 suggests a stronger model capable of accurately predicting the dependent variable "Y" based on independent variables ( $X_1, X_2$ , etc.), as discussed by Barbur et al. (1994), Pigeon (2006) and George et al. (2005). For correlation analysis, we utilize the Spearman rank correlation coefficient ( $\rho$ ) with a significance level of  $P < 0.01$  as the threshold, adopting the categories "low satisfied/highly satisfied" as suggested by Scott et al. (1991).

## 4. Results

Out of the targeted 1090 respondents, 1086 completed questionnaires were received, representing 99% of the total. Of these, 47.9% were male and 52.1% were female, with ages ranging from 18 to 69 years. Regarding education, 1.1% had primary education, 11.6% had vocational education, 42.4% had secondary education, 5.2% were studying at a university, and 11.2% had a university degree. Organizational types were represented by 52.0% Czech companies, 14.8% foreign companies, 12.3% transitional companies, and 20.9% state institutions. In terms of job positions, 77.2% were in ordinary positions and 22.8% held managerial positions. Length of service in organizations varied, with 42.9% serving for up to four years, 19.9% for more than four to eight years, 12% for more than eight to twelve years, and 25.2% for more than twelve years. The demographic statistics are presented in Table 1.

Descriptive statistics of workers, including the mean and standard deviation, were assessed proportionally to measure the effect on JS. A mean value of 4 or higher indicates high satisfaction, while a value below 3 suggests dissatisfaction. Mean values between 3 and 4 indicate average or inconclusive satisfaction. The estimation of mean values is based on a range between minimum and maximum values (1–6).

We tested for the individual variables' mean, standard deviation, and range based on the organizational type. Specifically, these comprise Czech companies, foreign companies, Transitional companies, and state institutions. The Table 2 shows the items and mean value of satisfaction.

Emphatically from Table 2, employees in transitional companies show the highest JS with a mean score of 4.24 and a standard deviation of 0.67, indicating high JS. In contrast, employees from foreign companies, Czech companies, and state institutions have mean scores of 3.99, 3.96, and 3.76 respectively, suggesting average or inconclusive satisfaction with their jobs. Moreover, employees across all four organizational types express high satisfaction with co-workers and the nature of their work, with mean values above 4. However, satisfaction with pay tends to be fair or average for all employees. State institution employees express dissatisfaction with the promotion variable, with mean and standard deviation values of 2.89 and 0.93 respectively. Overall, employees' satisfaction is connected with all four organizations, but descriptive statistics suggest that employees in transitional companies are particularly satisfied, as indicated by their higher mean values.

To find out the relation between JS and its dimensions, firstly correlation analysis was done and the result portrayed a significant positive correlation between JS and its contribution factors. The Table 3 and Table 4 below depicts the results.

Moreover, in the regression analyses, multicollinearity, a key assumption of multiple regression, was tested and confirmed to be absent based on the Variance Inflation Factor (VIF) results shown in the table. We found a positive correlation between JS and variables such as communication, nature of work, co-worker relationship, operating condition, contingent reward, supervision, promotion, and pay across all four organizations, as supported by Spearman correlation. However, for Czech and transitional companies, there were two negative correlations between innovation and JS, though the impact was insignificant for transitional companies. Organizational support had a significant impact on JS for Czech and transitional companies, but not for foreign companies and state institutions.

**Table 1.** Demographic statistics of participants

Particulars	Number of respondents	Percent of number of respondents (%)
Gender		
Male	520	47.9
Female	566	52.1
AGE GROUP (YEARS)		
Greater than or equal to 18–30 years	392	36.1
>30 to 40 years	206	19.0
>40 to 50 years	304	28.0
Above 50 years	184	16.9
Education level		
Primary	12	1.1
Taught	126	11.6
Secondary	460	42.4
Professional tertiary school	56	5.2
Studying at the university	311	28.6
University Degree	121	11.2
Type of organisation/institution		
Czech company	565	52.0
Foreign company	161	14.8
Transitional company	134	12.3
State institution	226	20.9
Size of the organisation		
Up to 50 employees	367	33.8
Up to 250 employees	255	23.5
Up to 500 employees	115	10.6
Above 500 employees	349	32.1
Job position		
Ordinary	838	77.2
Manager	248	22.8
Number of years respondents have served in the organization		
Less than or equal to $\leq$ 4 Years	466	42.9
>4 to 8 Years	216	19.9
>8 to 12 Years	130	12.0
Above 12 Years	274	25.2



**Table 2.** Mean value of satisfaction

Subscale	Items /type of business organization or an institution	Observation (1086)	Mean	Standard deviation	Minimum Value	Maximum Value
Job Satisfaction	Czech company	565	3.96	0.70	1	6
	Foreign company	161	3.99	0.76	1	6
	Transitional c.	134	4.24	0.67	1	6
	State institution	226	3.76	0.64	1	6
Communication	Czech company	565	3.96	0.70	1	6
	Foreign company	161	4.28	0.98	1	6
	Transitional c.	134	4.52	0.85	1	6
	State institution	226	4.22	0.92	1	6
Nature of work	Czech company	565	4.49	0.98	1	6
	Foreign company	161	4.36	0.93	1	6
	Transitional c.	134	4.53	0.83	1	6
	State institution	226	4.48	0.89	1	6
Co-worker	Czech company	565	4.54	0.85	1	6
	Foreign company	161	4.39	0.92	1	6
	Transitional c.	134	4.86	0.72	1	6
	State institution	226	4.50	0.78	1	6
Operating condition	Czech company	565	3.71	0.94	1	6
	Foreign company	161	3.74	1.09	1	6
	Transitional c.	134	3.57	0.92	1	6
	State institution	226	2.91	1.01	1	6
Contingent reward	Czech company	565	3.79	1.07	1	6
	Foreign company	161	3.75	1.09	1	6
	Transitional c.	134	4.05	0.97	1	6
	State institution	226	3.48	1.01	1	6
Supervision	Czech company	565	4.46	0.99	1	6
	Foreign company	161	4.38	1.18	1	6
	Transitional c.	134	4.73	0.98	1	6
	State institution	226	4.52	0.93	1	6
Promotion	Czech company	565	3.11	1.03	1	6
	Foreign company	161	3.59	1.11	1	6
	Transitional c.	134	3.82	0.87	1	6
	State institution	226	2.89	0.93	1	6
Pay	Czech company	565	3.55	1.10	1	6
	Foreign company	161	3.64	1.17	1	6
	Transitional c.	134	3.97	1.06	1	6
	State institution	266	3.42	1.12	1	6

**Table 3.** Spearman correlation

	Job satisfac.	Communi- cation	Nature of work	Co- worker	Operat. condit.	Contin. reward	Supervision	Promotion	Pay
Job satisfac.	1								
Communi- cation	0.7336 ***	1							
Nature of work	0.6209 ***	0.4867 ***	1						
Co-worker	0.6306 ***	0.5437 ***	0.4370 ***	1					
Operat. condit.	0.4971 ***	0.3705 ***	0.1926 ***	0.2913 ***	1				
Contin. reward	0.8400 ***	0.5178 ***	0.4231 ***	0.4332 ***	0.3500 ***	1			
Supervision	0.7077 ***	0.5346 ***	0.4413 ***	0.5515 ***	0.3138 ***	0.5369 ***	1		
Promotion	0.6397 ***	0.3515 ***	0.2839 ***	0.2444 ***	0.1937 ***	0.4926 ***	0.3375 ***	1	
Pay	0.7844 ***	0.4529 ***	0.4038 ***	0.3255 ***	0.2410 ***	0.7957 ***	0.4302 ***	0.5795 ***	1

Note: Significant levels \*Significance at P = 0.10. \*\*Significance at P = 0.05. \*\*\*Significance at P = 0.01.

**Table 4.** Regression analysis

Types of business organization or institution regression models								
VARIABLES	Czech company (MODEL1)		Foreign company (MODEL2)		Transitional company (MODEL3)		State institutions (MODEL4)	
	Co-eff. / P-Value	VIF	Co-eff. / P-Value	VIF	Co-eff. / P-Value	VIF	Co-eff. / P-Value	VIF
Constant	0.073 ***		0.130 ***		-0.025		0.046 ***	
Communication	0.121 ***	2.11	0.129 ***	2.32	0.111 ***	2.47	0.135 ***	1.81
Nature of work	0.115 ***	1.66	0.119 ***	1.55	0.114 ***	1.75	0.106 ***	1.86
Co-worker	0.114 ***	1.82	0.096 ***	1.98	0.113 ***	1.98	0.112 ***	1.86
Operating condition	0.120 ***	1.27	0.097 ***	1.56	0.129 ***	1.36	0.106 ***	1.35
Contingent reward	0.140 ***	3.51	0.157 ***	3.45	0.120	5.06	0.149 ***	3.09
Supervision	0.109 ***	2.13	0.135 ***	2.41	0.123 ***	2.34	0.109 ***	1.52
Promotion	0.129 ***	1.71	0.117 ***	1.84	0.141 ***	1.58	0.121 ***	1.72

End of Table 4

Types of business organization or institution regression models								
VARIABLES	Czech company (MODEL1)		Foreign company (MODEL2)		Transitional company (MODEL3)		State institutions (MODEL4)	
	Co-eff. / P-Value	VIF	Co-eff. / P-Value	VIF	Co-eff. / P-Value	VIF	Co-eff. / P-Value	VIF
Pay	0.138 ***	3.32	0.112 ***	3.44	0.139 ***	4.06	0.136 ***	3.17
Innovation	-0.004 **	1.29	0.005	1.42	-0.002	1.34	0.003	1.53
Org. Support	0.002 *	1.76	0.007	2.22	0.005 **	2.49	0.001	2.35
R-squared	<b>0.9890</b>		<b>0.9888</b>		<b>0.9910</b>		<b>0.9809</b>	
Adj. R-squared	<b>0.9888</b>		<b>0.9881</b>		<b>0.9903</b>		<b>0.9800</b>	

## 5. Discussion

The study explored factors affecting JS, innovation, and organizational support. It found a significant correlation between JS and most factors. Specifically, communication significantly influenced JS, confirming previous studies by (Mehra & Nickerson, 2019; Men & Yue, 2019; Li et al., 2021). Communication with peers and leaders fosters resource exchange, leading to satisfaction, consistent with social exchange theory that stipulates that a set of factors (including communication) creates employee satisfaction (Curado & Santos, 2022; Wang et al., 2022). A positive influence on JS has an internal vision communication too (Nemteanu et al., 2022). However, it contradicts the findings of Desa et al. (2019) that weak communication causes dissatisfaction. Although worker satisfaction with communication is significant, its impact is moderate average as evidenced by their mean value, indicating room for improvement. To enhance this, the organization should foster transparent communication by sharing company decisions, goals, and changes through clear channels. They must utilize modern technological tools like Teams, Slack, Asana, or Trello for effective communication and project management if not applicable. Encourage employees to freely share ideas and opinions. Again, they should implement cross-sectional teamwork to promote collaboration and encourage leaders to communicate updates and inspirational messages. Establish an open-door policy to facilitate direct communication between employees and leadership.

The nature of the work portrayed a significant positive correlation with JS, consistent with Naderi (2013) and Lekić et al. (2019). Naderi (2013) found that the nature of work affects JS, especially if the organization offers respected job content to employees. However, the result runs counter to the findings of Chiang et al. (2014) for the discovery of a negative moderating relationship. To maintain these effects, Business organizations should prioritize providing employees with resources and support, including tools, information, and training related to their job content and context. Additionally, granting employees autonomy, flexibility, and control over their work can enhance JS by increasing intrinsic job value and reducing nega-

tive job-related impacts (Spector, 1997). Again, providing regular training and implementing rewards can positively impact employee attitudes and JS. Enhanced problem-solving abilities through effective training interventions enable employees to better handle job challenges, leading to increased fulfillment (Warech & Tracy, 2004). Training should be specific and targeted towards achieving particular aims related to job content, while rewards and incentives should be aligned with measurable work-related results to be effective.

The relationship between co-workers and JS is significant, supported by Srimarut and Mekhum (2020) and Küçük (2022). They found that co-worker support moderates JS, with a strong correlation between them. To maintain and enhance this effect, managers should adopt fairness, respect, and openness in their interactions with employees, avoiding favoritism and encouraging open communication. This fosters a positive and inclusive work environment. Co-worker support also plays a crucial role in enhancing JS by creating a warmer and friendlier atmosphere, which can mitigate negative perceptions and attitudes.

Support from a co-worker reduces exhaustion, prevents depersonalization, and boosts confidence, making employees feel psychologically safe at work and enhancing their satisfaction. To improve this, managers should provide sufficient training to increase JS and productivity. This aligns with the social exchange theory, where employees gain from the organization and reciprocate by showing satisfaction. Besides, unequal treatment by managers can lower JS among individual employees (Dundar & Tabancali, 2012; Bijker et al., 2023). Therefore, managers need to strengthen their skills in fair and effective management to enhance employee satisfaction in the organization. The influence of individual contributions has changed slightly compared to previously conducted studies, but the same factors still remain of great importance (Frutoz-Bencze et al., 2022).

Moreover, operating conditions significantly influence JS. This is supported by Kaplan (2011), Yasir (2019), who found that organizing work into groups enhances organizational efficiency and employee satisfaction. However, Tokuda et al. (2009) argued that factors like burnout and mental health within operating conditions can decrease well-being and lead to dissatisfaction, contradicting this result. Additionally, the result contradicts Herzberg's two-factor theory, which asserts that the variable is job dissatisfier and is connected more to the context of work instead of content as noted by Jones (1988), Miner (2015) and Smerek and Peterson (2007). To maintain a positive impact, organizations should create a conducive and friendly work environment, considering factors like job safety, working hours, esteem needs, and co-worker relationships. Involving employees in decision-making and fostering teamwork can be effective strategies. Additionally, implementing strong organizational policies to manage workload, prioritize sleep, and prevent fatigue is essential.

Again, contingent reward has a positive impact on JS, consistent with Tu and Gong (2022), Puni et al. (2018), who found contingent reward scheme fosters a sense of belongingness and satisfaction among workers. However, this contradicts Kwapisz's et al. (2019) findings, which differed between for-profit and non-profit organizations. They found a positive impact in non-profit settings but a negative one in for-profit settings.

Leaders should improve contingent rewards by ensuring employees understand and consent to the principles of the plan, reducing dissatisfaction and increasing satisfaction. Fair administration of contingent rewards is crucial to prevent ill feelings among employees, with

rules and procedures applied fairly. Implementing fair and effective training programs can prevent a biased climate and dysfunctional behaviors related to the contingent reward system. Organizations need to prioritize creating a friendly and conducive work environment that takes into account factors such as job safety, working hours, esteem needs, and co-worker relationships. Effective strategies include involving employees in decision-making and fostering teamwork. Implementing strong organizational policies to manage workload, prioritize sleep, and prevent fatigue is essential to sustain the effect.

Supervision has a positive and significant effect on JS, as shown by Benge and Harder (2017) and Ashraf (2019), who found that a supportive relationship between employees and supervisors enhances JS and productivity, especially when supervisors show concern for their employees. However, this contradicts Windon's (2020) findings, where participants were not satisfied with their supervisors.

Consequently, employees must show much concern about supervisors' cooperation to ensure the right type of support is given to deserving employees at the right time. This can stimulate a positive attitude toward organizational activities.

The correlation between promotion and JS is positive and significant, as found by Noor et al. (2015) and Khan and Mishra (2013). They concluded that promotion is a key factor in JS. However, Lup (2018) found mixed results, with men's promotions to managerial positions leading to JS, while promotions of women resulted in varied effects.

Therefore, implementing a flexible promotion policy could be a wise strategy. Thus, an equal chance should be provided in terms of promotion for hard work and good performance.

Besides, pay has a positive, significant influence on JS, in line with previous findings (Wright & Kim, 2004), suggesting pay helps attract and retain employees while reducing job dissatisfaction. However, this contradicts Herzberg's two-factor theory, which considers "pay" a source of job dissatisfaction (Jones, 1988; Miner, 2015; Smerek & Peterson, 2007). Managers should promote both intrinsic as well as extrinsic motivation and likewise pay employees well. This will enhance their JS.

Undoubtedly, the current state of the economy has an effect on the salary. The general state of the economy can be considered an important external factor with an influence on JS, in some studies a negative correlation between the state of the economy and JS was noted (Ravid et al., 2017; Bianchi et al., 2023). Thus, under the influence of various economic crises that have appeared over the years, JS will be at a relatively good level (Ionescu et al., 2024).

The influence of innovation on JS is negative and significant for Czech companies and transitional companies but insignificant. The result confirms the findings of Honkaniemi et al. (2015). They concluded that an innovative activity can lead to dissatisfaction when it is perceived as an extra-curricular activity. However, the result runs counter to the ideas of Raszlada and Dackert (2009) and Demircioglu (2021). They also provided a shred of evidence that innovation imposed a positive effect on JS. Again, we found that innovation was not significant for foreign companies and state institutions, although the influence was positive. This suggests that employee satisfaction with innovation might be low, possibly due to factors like poor communication and education about innovation goals and strategies. The impact makes employees often feel disconnected from the company's innovation plans when they

aren't recognized or involved in decision-making, which leads to dissatisfaction, especially if their ideas are rejected. Inadequate resources like time and personnel support for innovation can be another cause. Pressure to innovate without proper support or recognition can also lead to fatigue among employees (Park & Rahmani, 2021). Additionally, employee resistance to change is another factor (Park et al., 2016).

For an organization to outrun these gaps, management should implement the following strategies: keeping employees informed about innovation updates, goals, and progress; and demonstrating leadership support for innovation (Mao & Weathers, 2019), allocating sufficient resources for innovation skills and competencies; soliciting employee views on innovation satisfaction (Greenan & Napolitano, 2021). Adopting a people-centered approach to innovation policy ensures that innovation benefits everyone and contributes to inclusive economic growth, social progress, and sustainable development (Grolleau et al., 2022).

Finally, organizational support significantly boosts JS for Czech and transitional companies, as shown by Demerouti et al. (2014), Lee et al. (2017). However, for foreign companies and state institutions, the impact is positive but not significant.

The organization can sustain employee satisfaction by clearly communicating job duties and performance expectations (Krywalski Santiago, 2020), providing training and development opportunities to improve skills, and promoting work-life balance through flexible arrangements like remote work and flexible hours (Pires, 2018). Promptly addressing employee concerns and providing feedback also contributes to satisfaction.

### ***Limitations of the study***

Time constraints limited the data collection process for this research, and some respondents were hesitant to provide data. To address this, respondents were assured of anonymity and confidentiality. Conducting the study across various sectors can offer diverse perspectives. However, the self-reporting method used may have influenced participants' responses due to inherent biases. Additionally, respondents' interpretations of the questions may vary. Conditionality principles such as high inflation (YCharts, 2024) low wages compared to Western Europe, long working hours, and limited career growth may also affect respondents' responses.

## **6. Conclusions**

This study emphasizes the importance of achieving high JS. Encouraging organizations to implement merit-based payment systems can help achieve this goal. Methods such as interviews can be used to assess satisfaction levels within the organization. Organizations can adapt these strategies to improve worker satisfaction with innovation:

They should cooperate or team up with employees when setting organizational goals, particularly those related to technological innovations. Ensure clear and transparent communication by keeping all levels of the organization abreast of any modifications or updates to organizational goals, innovations, and progress. This can be accomplished through organizing meetings, seminars, internet resources, and company newsletters.

They must also provide regular training for employees to help them develop new technological skills and comply with novel technological systems and processes. This will subse-

quently increase both productivity and job satisfaction. Once again, it would be prudent for business organizations to establish programs to celebrate employees' contributions to innovation. Rewarding distinguished employees for their unique contributions to innovative ideas can be an effective approach, particularly during the celebrations of the organized programs.

Instituting a supportive as well as approachable leadership style tends to create a positive work environment and therefore will improve workers' job satisfaction.

Establishing rules, and policies, and fostering good relationships with co-workers are crucial for a positive job environment.

Future research could explore variables like employee engagement, work discipline, and competence. Implementing contingent rewards for diligent workers is seen as a positive leadership signal.

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## Author contributions

RG, VZ, MS and HM conceived the study and were responsible for the design and development of the data analysis. VZ and MS were responsible for data collection and analysis. RG and VZ were responsible for the interpretation of the data. RG wrote the first draft of the article. RG, VZ, MS and HM were responsible for the final version of the article. RG and VZ contributed to finalizing the article.

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