

RELATIONSHIP OF JOB SATISFACTION WITH WORKING PERFORMANCE - A DRIVER OF BUILDING ENTREPRENEURIAL SKILLS

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Abstract: Job satisfaction is a complex attitude that includes certain assumptions and beliefs about the specific job, feelings about the job, and evaluation of the job. The reason for this is, of course, the embedded belief that a satisfied employee is a productive employee and that the success of the company cannot exist if the employees are dissatisfied. Regardless of the existing analyses and understandings of motivation in theory and practice, it is considered through job satisfaction and the attitudes of the employees. The most important source for increasing job satisfaction is the full realization of the possessed performance. Mastering performance is obtaining the desired experience through the task or work, and thus, the innovative, creative, and entrepreneurial skills of the employee are also stimulated.

Work performance or work efficiency refers to whether the employee does their job well. Work efficiency is dealt with by industrial psychology and human resource management.

Over the past years, researchers have made progress and clarified the concept of job performance. Achievements have been made in terms of specifying indicators related to individual performance. Researchers agree that when conceptualizing the performance of an employee, it is necessary to distinguish between the behavior of the employee and the results of the work. The opinion and belief that job satisfaction will contribute to increasing employee productivity is often supported.

Based on the empirical research conducted within the framework of this paper, it is seen that there is a high level of correlation and connection between the job satisfaction of employees and managers and the level of their performance during the work process, which can be a significant indicator for developing entrepreneurial potential. In addition, it is concluded that managers represent a target group that is ranked higher than employees, especially when it comes to showing a higher level of satisfaction with work engagement and manifested level of performance. However, each organization needs to develop its unique strategy that addresses improving employee performance, especially to foster their entrepreneurial potential.

Keywords: job, satisfaction, performance, entrepreneurship, organization

1.INTRODUCTION

The assessment of job satisfaction as a topic for consideration and research emerged in the 1930s. Despite the interest in the attitudes of employees and managers in organizations, very few studies have been published. However, the research does not show a significant relationship between these two variables. The review of the literature on this topic by Brayfield and Crockett (1955) states that there is little significant relationship and little evidence for it between employee job satisfaction and their performance. The research by Vroom (1964), described by Braun and Weisweiler (2013), which consisted of 20 studies, shows that only some of the measures of job satisfaction are related to some of the criteria for measuring employee productivity. Although thousands of studies have been conducted around the world on the topic of job satisfaction, in the Republic of North Macedonia, this field has been little researched. In the Republic of North Macedonia, a study was conducted (Sardžoska, Tang, 2012) with 515 employees and their managers based on the created model that includes: love of money (LOM), attitude towards work (Attitude), coping strategies (behavioral control), work environment (subjective norm) and work-related behaviors or intentions. The results of the study showed a high correlation between job satisfaction and work environment. The high expression of love of money occurs in conditions of an unfavorable work environment, most often in the private sector, among employees who have low incomes and “poor coping strategies”. A favorable work environment is associated with public sector employees who do not have bad intentions towards their colleagues despite having low incomes. Coping strategies are associated with high job satisfaction among men, but not among women. This research regarding job satisfaction in the Republic of North Macedonia, as well as the small number of studies on this topic, encourages and opens new ideas for new research.

The subject of the research in this paper is an insight into the relationship between the job satisfaction of employees and managers and their performance in the Republic of North Macedonia. This ratio is used as a basis for fostering entrepreneurial potential.

The following factors were taken into account for job satisfaction: (1) Gender; (2) Age; (3) Income level; (4) Cooperation with colleagues; (5) Cooperation with supervisor; (6) Physical conditions in the room (temperature,

light and noise); (7) Organizational activity. In terms of employee performance, it is examined how well an employee or manager performs their job based on: (1) Specific behavior related to the task; (2) Dedication and effort in performing the task; (3) Self-initiative; (4) Final result.

For the preparation of the research, data obtained from published books, published papers, and journal articles were collected, systematized, and analyzed.

The following scientific research methods were used to investigate the issue: (1) analysis and synthesis; (2) quantitative and descriptive methods.

2.THE RELATIONSHIP BETWEEN JOB SATISFACTION AND WORK PERFORMANCE – BUILDING ENTREPRENEURIAL POTENTIAL

The concept of Job satisfaction

Successful organizations in the world see their employees as a primary development resource. Employee motivation and satisfaction have become the basis of the modern organization. The emphasis is placed on the active management of their potential, and in the context of improving the use of human potential and performance, various schemes are developed to increase motivation for work. In this regard, special emphasis is placed on job satisfaction as a significant indicator of employee motivation, work stimulation, and the overall work dimension. Understanding issues related to motivation and job satisfaction is of essential importance, above all, for designing the workplace, organizational culture and climate, reward system, advancement system, management style (Barrick, Mount, 1991:19-21).

The search for opportunities for increased motivation and satisfaction of employees, as well as the development of the organization and employees, has led to a complete reorganization, change of organizational climate and culture, as well as overall relations in the modern enterprise.

According to Breevaart, job satisfaction can be defined as the cognitive, affective, and evaluative reaction of individuals towards their work (Breevaart, 2021:453). Job satisfaction has three basic components: the cognitive component contains what a person believes he or she knows about the subject of the attitude, the evaluative component which refers to how much we like or dislike a certain thing (object or person), and the behavioral component which contains a certain predisposition to act in a certain direction.

Research on job satisfaction observes and treats this attitude differently. Namely, job satisfaction can be seen as a general attitude towards work, or satisfaction with five specific dimensions of work, such as: the work itself, opportunities for promotion, superiors, and co-workers. According to another study, job satisfaction arises from the accomplishment of certain tasks, satisfaction with belonging to certain groups, satisfaction with belonging to the organization, satisfaction with material position, and satisfaction with status gained from the workplace itself (Chiang, 2021:184).

Employee performance measurement

Performance in the organization speaks about how well the workers perform their work tasks, whether they have fulfilled the organizational goals, whether the users are satisfied, whether there is continuous progress of the organization, etc. The multidimensional approach to performance can be seen precisely from the identification of the processes and activities that are carried out in the organization, i.e., the so-called control points of the organization. Insight into the level of satisfaction with the work of employees aims to create conditions for a multidisciplinary analysis of their daily engagement. Only in this way can the organization, as a whole, be expected to monitor the current changes in everyday life and adapt to them. The process approach that underlies job satisfaction will significantly reduce the rigidity of traditional organizational structures and soften the rigid boundaries that are established between individual business functions, i.e., divisions, organizational units in the organizational structure of the organization (McDonald, Tang, 2022).

The first step in establishing a process performance measurement system is to define stakeholders and their requirements. In the last decade of the last century, many authors in the field of process management have realized the need, instead of an exclusive orientation to users and measuring their satisfaction, to move to a balanced approach and focus attention on other stakeholders, such as owners, employees, suppliers, etc. One of the biggest challenges managers face is deciding what to measure, how, and how often. The facts about which a large number of authors agree are that it is necessary to measure the performance of those processes on which, to a large extent, the fulfillment of the goals of the business system and the requirements of users and other stakeholders depend (Phillips, 2020: 56).

Stakeholders are individuals or groups that have an interest in the performance or success of the organization, where a group is understood as a part of an organization or several organizations. Each interested party places demands on the organization, which represent needs or expectations that are expressed in various ways, such as implied or

mandatory. Satisfied users/employees or other interested parties present their opinion regarding the extent to which their requirements are met (Miller, 2015).

On the other hand, it is about the goals of the organization, i.e., defining processes that affect the fulfillment of requirements and whose performance needs to be measured. Every organization that achieves a high level of performance must be interested in developing an effective performance measurement system and performance management system, because they translate the mission, vision and set strategy at the operational level and ensure the focus of each employee on their contribution to the success of the organization, their requirements and the translation of requirements into measures of the organization's performance. Entrepreneurial potentials develop in parallel with job satisfaction and positive measurability of potentials.

3. EMPIRICAL RESEARCH - ANALYSIS AND DISCUSSION

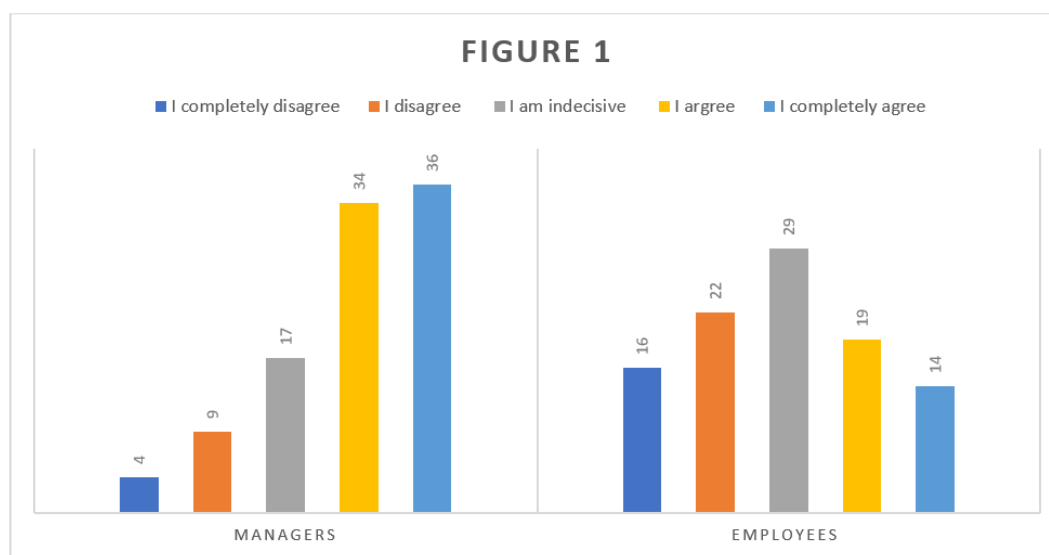
The Republic of North Macedonia represents a particularly interesting area for analyzing the capacities of domestic organizations, in terms of performance, satisfaction levels, and successes achieved by their employees, more specifically, managers and employees. Conducting research in this domain is of particular importance to create a realistic picture of the situation as well as the impact of this situation, on a long-term basis, for creating positive capacities of business organizations in the country.

On a long-term basis, the overall research aims to show that in the domain of human resources, the correct distribution of employees in terms of their expertise, education, and affinity is of particular importance. Furthermore, employees always need to be directed towards additional professional development in order to encourage positive performance among them, during their work engagement. All of this will further enable a satisfactory level of intersectoral cooperation, which will encourage a higher level of satisfaction, performance, and development of entrepreneurship potentials.

The paper does not consider demographics and variables, but rather the analysis is drawn based on a comparison of the relationship between employees and managers, and in the direction of analyzing and interpreting the hypotheses set.

The research was conducted in the timeframe 20.02-05.03.2025 on a target group of 30 employees and 10 managers of companies from the service sector.

Graph no. 1: "I have been consistently recognized for the performance and competencies I demonstrate while performing my work activities" (%)

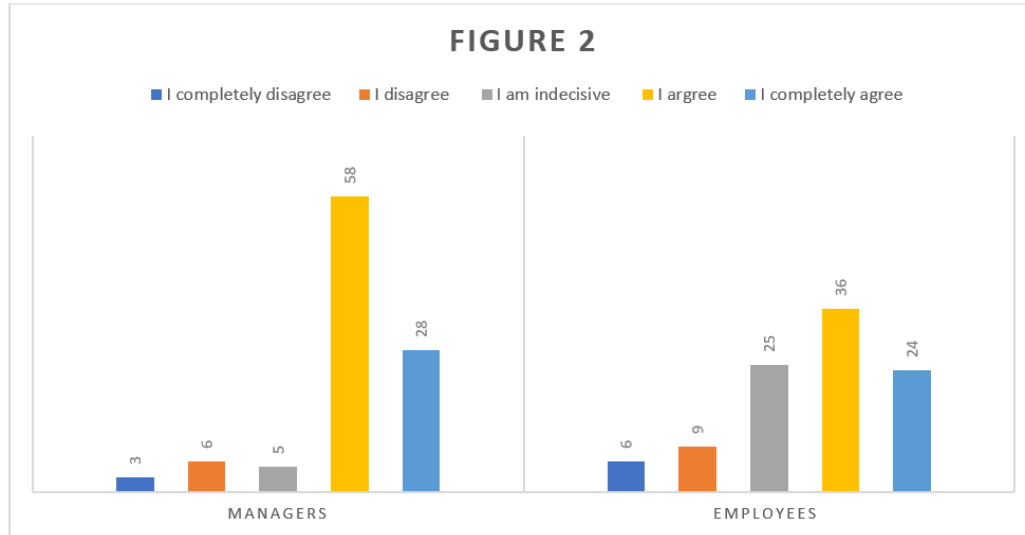


Source: Author's research

According to the obtained statistical processing of the data, it is seen that managers are more satisfied and at the same time more aware of the level of their performance during the work process, primarily because the percentage of distributed responses prevails based on highlighting managers versus employees in terms of the praise received and highlighting in terms of the positive performance/competences shown during the work process. At the same time, 13% of managers disagree with the stated statement (categories: "I completely disagree" and "I disagree"),

compared to 38% in the group of working personnel. Regarding the expressed indecision, in the target group of managers, it amounts to 17%, while in the group of respondents, working personnel, it amounts to 29%. In terms of acceptance of the claim, it is supported by 70% of the managers (categories: "I completely agree" and "I agree"), while within the group of workers, the support for the claim is 23%.

Graph no. 2: I earn a higher monthly income than other employees because I achieve better work results (%)



Source: Author's research

This graph provides a clear picture of the attitudes of the group of respondents – managers and employees – regarding the role of monthly income in encouraging a higher level of performance. Monthly income as well as rewards for well-performed work tasks are the greatest motivators of a positive level of performance among employees, regardless of whether they are employees or managers of a company. According to the attached data, both groups of respondents support the attitude regarding the correlation of monthly income with better performance among employees. Only, in the group of employees there is a higher percentage of undecided respondents regarding this claim (25% compared to 5% in the group of managers), which indicates that employees do not have a clear enough picture of the fact that if employees invest in themselves and show clear performance, in that case they will be rewarded by their superiors.

The two hypotheses that are confirmed by the questions developed in this research are the following:

- 1) "Managers show better performance than employees."
- 2) "Employees/managers who have higher monthly incomes show better performance".

4. CONCLUSION

Motivation is increasingly recognized as an extremely important factor that affects the overall level of employee engagement, but it is rarely treated appropriately. The belief that to contribute more to the organization, employees should be rewarded with special privileges such as paying annual bonuses, granting days off, and other benefits is incomplete. Such external motivating factors not only provide short-term results for productivity, but in the long term, they carry with them the seeds of demotivation. It is also emphasized from the point of view that once rewarded, people unconsciously enter a phase of re-anticipation. Without the next reward in the same domain or higher, employees in the organization are not only demotivated, but also become noticeably less satisfied with their work.

There are studies initiated by psychologists that indicate that the absence of basic working conditions and good pay certainly contributes to job dissatisfaction, but at the same time, they claim that the existence of them does not guarantee employee satisfaction.

However, among the positive aspects of motivating employees, the following stand out: delegating clear tasks, recognizing achievements, taking responsibility, professional progress, and development. Based on the above, the most important source for increasing employee satisfaction is creating conditions for highlighting their performance. The realization of performance is achieved through the desired experience through a specific task or job.

The conducted research shows the connection between the job satisfaction of employees and managers and their performance in the Republic of Macedonia. Within the framework of the thesis, the concept of job satisfaction is first defined, the factors on which it depends, followed by the measurement of job satisfaction using a questionnaire. In doing so, a substantial and thorough definition of the concept of performance is provided, and the measurement of the same is carried out using a questionnaire. Based on the above, through the theoretical and practical part presented in this thesis, measurability is carried out, i.e., first, the coefficient of significance of their mutual connection is determined, and then the connection of each of the factors of job satisfaction individually with the performance of employees. Consequently, the main factors for job satisfaction that are taken into account are: gender; age; income level; cooperation with colleagues; cooperation with supervisor; physical conditions in the room (temperature, light, and noise), and the activity of the organization.

To specify the essential conclusions arising from the research implemented within the framework of this paper, the following aspects have been extracted as dominant points of view:

- Every company needs to analyze the job satisfaction of its employees, regardless of whether they are working personnel or managers, in order to be able to influence the improvement of the work environment based on the results obtained, while striving to achieve equality for all employees when it comes to job satisfaction.
- Managers are more satisfied and at the same time more aware of the level of their performance during the work process, primarily because the percentage of distributed responses prevails based on highlighting managers versus employees in terms of the praise received and highlighting positive performance/competences demonstrated during the work process.
- Employees/managers who cooperate with colleagues show better performance and have a better possibility for developing entrepreneurial potential
- Employees/managers who have higher monthly incomes show better performance and have a better chance to develop their entrepreneurial potential
- The acquisition of positive performance among employees is related to the employees themselves, i.e., with their real capabilities and capacity to perform work tasks through positively acquired competencies.

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