# An Empirical Assessment of Factors Influencing Job Satisfaction: A Comprehensive Analysis

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**Abstract:**
The word "job satisfaction" has its origins in fields of psychology, management and sociology. In the realm of human psychology, job satisfaction is described as the emotional response an employee has to their work situation, which can result in feelings of either pleasure or discomfort. From a sociological perspective, job satisfaction is seen as a variable that varies across different categories and is influenced by how each employee evaluates and perceives their job. Job satisfaction is not just a personal experience; it has a important effect on an workmen's performance and the overall quality of their output. Consequently, happy workforce are inclined to contribute positively to the success of their organizations. Recognizing this link, the study detailed in this article explored the numerous points or factors that impacts job satisfaction and dissatisfaction. The research, conducted in 2024, involved a sample of 215 individuals belongs to array of firms. The primary objective was to detect and measure the importance of different elements that contribute to job satisfaction or discontent and to analyze how these factors impact employees' overall job satisfaction. This research observes various statistically notable correlations amidst the weight ascribed to individual attributes and aggregate job satisfaction, particularly within specific groups identified during the analysis. These findings reinforce the importance of understanding the factors that affect employees' general sense of job satisfaction, as this understanding is essential for improving employee well-being and organizational success.

**Key Words:**
Job satisfaction, Job contentment, Humanities

**Introduction and Literature:**
The concept of satisfaction is grounded in the humanistic approach to psychology, largely influenced by Abraham Maslow. As Maslow's framework implies that people are driven to meet their desires in a structured order, often depicted as a hierarchy. The level of needs started with the essential survival needs, such as water and grub, and then moves upward to include needs of safety, social belonging, sense of worth, and finally, self-actualization, which is the pursuit of personal growth and fulfillment. Maslow emphasized that individuals must first satisfy their lower-level needs, such as those related to survival and security, before they can

focus on achieving higher-level needs, like self-esteem and personal development. Only when the basic needs are met do individuals seek to fulfill more complex psychological and self-fulfillment needs.

In academic discussions, job satisfaction is often defined as workmen's positive perception of their organization, co-workers, and the work they perform. This notion of satisfaction is deeply connected to the individual's expectations of the company, making it a subjective experience that varies from person to person. Despite its subjective nature, satisfaction plays a prominent role in influencing the overall quality of work produced by the employee. When employees feel content with their workplace environment and relationships, it positively impacts their performance and contributes to the effectiveness of their work.

Economic aspects of work include all measurable and financial elements that employees receive for their efforts, such as salary, bonuses, and benefits. They also encompass potential penalties and opportunities for career growth and evolutions. These factors are essential components of the organization's motivation system, which aims to incentivize and reward employees.

Interpersonal relationships in the workplace are equally critical to job satisfaction. This includes the quality of interactions between managers and their employees, as well as relationships with peers. The overall atmosphere of the workplace, the effectiveness of communication channels, and the ability to exchange constructive criticism and appreciation from management also play a significant role in determining job contentment. Numerous investigations have highlighted the significance of these factors in contributing to an employee's job contentment with their job. This article will further examine and provide evidence supporting the impact of interpersonal relationships on job satisfaction.

On the other hand, working conditions pertain to the physical and environmental factors that affect employees' well-being and safety at work. This includes the adequacy of workplace equipment, such as computers, tools, and other necessary resources, as well as the overall safety and ergonomics of the work environment. Compliance with health and safety regulations is also a critical aspect, ensuring that the workplace is both conducive to productivity and safe for employees. These factors collectively impact job satisfaction and the overall effectiveness of the work environment.

Employees evaluate their overall job satisfaction based on a variety of factors, which are crucial components of the organization's motivation system. These factors influence their feelings of contentment or dissatisfaction with their job. According to Frederick Herzberg's two-factor theory, there are two unique groups of factors that affect job satisfaction. The first group, known as external or hygiene factors, includes aspects such as the quality of supervision, working conditions, wages, and job security. While these factors do not essentially enhance job contentment when present, their lack can cause to significant frustration and disgruntlement. The second group consists of internal or motivator factors, which pertain to higher-level needs such as recognition, meaningful work performance, responsibility, and opportunities for personal development. These factors are key to increasing job satisfaction and making work more fulfilling. Herzberg's research suggests that improving job content through enrichment programs can make work more interesting and engaging, thereby enhancing job satisfaction. However, the effectiveness of such programs in increasing job contentment is debated, with research, including studies by Feina (1970), showing mixed results.

Subsequent research has validated Herzberg's theory, revealing that the significance of various factors affecting job satisfaction varies based on job roles and positions. For blue-collar workers, hygiene factors—such as working conditions, wages, job security, and supervision are more critical for their job satisfaction. These elements significantly impact their overall contentment with their work environment. On the other hand, white-collar workers often find that motivator factors such as recognition, opportunities for professional growth, and

meaningful work are more influential in enhancing their job satisfaction. This distinction highlights how different types of jobs place varying levels of importance on factors that contribute to employee satisfaction.

M. Armstrong identifies several fundamental elements essential for achieving job satisfaction, including a relatively high salary, opportunities for career advancement, effective supervision, a fair wage system, and the unification of colleagues and tasks. These factors are crucial for creating a satisfying work environment. However, job satisfaction is inherently subjective, as it depends on individual expectations and needs, as well as how well these are met in the workplace. The degree of satisfaction an employee feels is influenced by personal perceptions and experiences, which adds a layer of subjectivity to the overall sense of job satisfaction.

A. Pocztowski asserts that an employee's degree of job happiness is impacted by several points, including salary, chances for professional growth, management style, job characteristics, interpersonal relationships, job surroundings, work organization, management practices, and the company's reputation. On the other hand, P. Makin, G. Cooper, and Ch. Cox describe job satisfaction as an emotional state characterized by positive and pleasant feelings, which result from evaluating one's own work or experiences. They identify key factors contributing to job satisfaction as engaging work, competitive pay, advancement opportunities, effective supervision, and strong relationships with colleagues.

A crucial factor influencing job satisfaction is the sense of fairness. Workers perceive fairness across various elements contributing to job contentment, such as compensation, recognition, and opportunities for advancement. According to the justice framework, employees' motivation is directly linked to their satisfaction with what they receive in return for their efforts. When employees perceive fairness, their motivation increases. Conversely, unfair treatment can demotivate the employees. This sense of justice plays a significant role in shaping overall job satisfaction and motivation levels.

M. Armstrong suggests that job contentment can be enhanced by giving priority to internal motivational factors such as responsibility, achievement, and recognition. Managers should strive to find effective ways to delegate responsibilities, allowing employees the autonomy to utilize their talents and competencies fully. This approach aims to foster a more satisfying work environment. J. Mrzygłód views job satisfaction as a multidimensional attitude encompassing various aspects, including salary, promotional opportunities, relationships with coworkers, the merit of supervision, and the essence of the task itself. Additionally, employee satisfaction surveys play a crucial role in refining and improving an organization's motivation systems, as they provide valuable insights into employee needs and preferences.

Contemporary research on job satisfaction typically examines four key areas: economic aspects of work, relationship dynamics, the nature of responsibilities and chores, and working conditions. Studies have increasingly focused on how personal traits and cognitive judgments contribute to job satisfaction or dissatisfaction. Additionally, research has explored both internal and external elements affecting job satisfaction. For example, emotional intelligence is identified as an important internal factor influencing job satisfaction. Overall, job satisfaction is shaped by a combination of internal work environment factors and individual worker characteristics. Therefore, both subjective and situational factors should be considered together to understand the overall level of job satisfaction experienced by employees.

Research highlights the significance of relationships and how different types of occupations impact job satisfaction. Studies emphasize the crucial role of employees' subjective perceptions of their work and their connection to the organization. Job satisfaction is also closely linked to productivity and work quality. High levels of job satisfaction can enhance work quality in two main ways: satisfied employees are more susceptible to positive sentiments, which boost creative thinking, and they are less prone to risky or detrimental behavior. Positive emotions can lead to more innovative and effective problem-solving, while those who are unsure or

dissatisfied may take excessive risks that could negatively affect their work.

Brain storming sessions, and team dynamics with co-workers and leader play a crucial role in influencing job satisfaction. When employees are happy and satisfied, they tend to build positive, cooperative relationships, which enhance communication, foster effective teamwork, and help manage conflicts effectively. Satisfied employees also contribute to reduced absenteeism, higher work commitment, increased loyalty, and greater job stability. They are generally healthier, less likely to fabricate illnesses to avoid work, and experience less stress and burnout. In contrast, dissatisfaction can lead to higher absenteeism, lower job commitment, and increased likelihood of seeking new employment. Discontented employees who remain with the organization often exhibit low motivation and decreased performance, which can negatively impact the overall effectiveness of the organization.

**Methodology of research:**

The research, carried out over the months of June and July 2024, aimed to examine the predictors of employee contentment among employees. A total of 215 respondents participated, consisting of 153 women and 62 men, who were randomly selected to validate a diverse sample. The research specifically sought to assess various elements that play a part in to both job satisfaction and dissatisfaction. To achieve this, a tailored questionnaire was developed, targeting the key aspects that affect employees' feelings toward their work.

**Objective**
1) To identify and evaluate the importance of individual attributes that either enhance or diminish job satisfaction
2) To understand how these factors collectively influence the overall perception of job satisfaction.
3) To provide a comprehensive understanding of what drives job contentment and how these insights could be applied to improve workplace conditions and employee morale.

**Hypothesis of the Study**

The main hypothesis proposed is that various individual factors related to job satisfaction influence an employee's overall perception of job contentment. Additionally, several specific hypotheses have been formulated:

1. The overall job satisfaction of employees is shaped by the assessment of the individual factors that contribute to it.

2. Employees assess the components of job satisfaction differently based on factors such as age, sex, job tenure, job position, and employment type.

The investigation questions include:

- What factors affect employees' job satisfaction?

- Do the components of job satisfaction impact distinct worker groups in the same way?

- How do employees evaluate the factors that contribute to job satisfaction, considering differences in age, gender, length of service, employment type, and job position?

**The Results of Research:**

Respondent Data Tables

Table 1: Distribution of Respondents by Age

| Age Group | Women (n) | Women (%) | Men (n) | Men (%) | Total (n) | Total (%) |
|---|---|---|---|---|---|---|
| **20–29 years old** | 105 | 68.6 | 40 | 69.0 | 145 | 68.8 |
| **30–39 years old** | 30 | 19.6 | 10 | 17.2 | 40 | 19.0 |

| 40–49 years old | 12 | 7.8 | 6 | 10.3 | 18 | 8.4 |
|---|---|---|---|---|---|---|
| 50–60 years old | 6 | 3.9 | 2 | 3.5 | 8 | 3.8 |
| Total | 153 | 100 | 58 | 100 | 211 | 100 |

Notes: n - number of persons; % - the percentage of the group

Table 2: Frequency Distribution by Position

| Position | Frequency (n) / Percentage (%) |
|---|---|
| **Managerial** | 25 (11.8%) |
| **Professional** | 74 (34.8%) |
| **Manual Worker** | 40 (18.8%) |
| **Administrative Worker** | 57 (26.8%) |
| **Other** | 16 (7.6%) |
| **No Data** | 3 (1.4%) |
| **Total** | 215 (100%) |

Notes: n - number of persons; % - percentage of the sample size

Table 3: Dispersion by Period of Employment

| Employment Period | Frequency (n) / Percentage (%) |
|---|---|
| **Less than a year** | 60 (27.9%) |
| **1–2 years** | 67 (31.2%) |
| **3–5 years** | 53 (24.6%) |
| **5–10 years** | 18 (8.4%) |
| **Over 10 years** | 14 (6.5%) |
| **No Data** | 3 (1.4%) |
| **Total** | 215 (100%) |

Notes: n - number of persons; % - percentage of the sample size

Table 4: Distribution by Employment Type

| Employment Type | Frequency (n) / Percentage (%) |
|---|---|
| **Permanent Contract** | 112 (52.1%) |
| **Fixed-Term Contract** | 55 (25.6%) |
| **Contract of Mandate/Specific Work** | 34 (15.8%) |
| **Other** | 11 (5.1%) |
| **No Data** | 3 (1.4%) |
| **Total** | 215 (100%) |

Notes: n - number of persons; % - percentage of the sample size

This section details the findings from the analysis conducted to test the study's hypotheses. The research involved 215 participants, with a significant majority (over 75%) falling within the 20-29 age group. Within this younger demographic, 116 participants were women, while 46 were men. The leftover 25% of participants between the ages of 30 and 60, highlighting a smaller representation of older workers in the study.

Overall, the gender distribution leaned heavily toward female participants, with 153 women compared to 62 men in the sample. This demographic breakdown is crucial as it provides context for understanding how different age and gender groups might perceive job satisfaction differently. The study's findings and their implications for job satisfaction across various demographics are further explored in the analysis, with detailed data presented in Table 1, which outlines the frequency distribution of the respondents' ages. This distribution serves as a foundation for examining how age influences job satisfaction.

The Participants were instructed to disclose their job positions from four categories:

managerial, professional (specialist), blue-collar worker, and office worker. The majority of respondents were specialists (67 people) and administrative workers (63 people). Manual workers accounted for 34 respondents, while 27 held managerial roles. Notably, two respondents did not answer this question, and 22 others indicated they held different positions but did not specify which ones. The distribution of these job roles is detailed in Table 2, which provides a frequency breakdown of the positions held by the participants. This information is key to understanding the correlation between job roles and job satisfaction across different categories.

The majority of respondents had relatively short tenures at their current companies, with most having worked there for no more than two years. Specifically, 57 participants had been with their company for less than a year, while 70 had been employed for 1 to 2 years. On the other hand, a smaller portion of the respondents had longer tenures, with only 17 people working at the company for 5 to 10 years, and 20 respondents having more than 10 years of service. This distribution is detailed in Table 3, which illustrates the length of employment for the survey participants.

In terms of employment contracts, most respondents (103 people, or 47.9%) were employed under indefinite contracts. Another 57 respondents (26.5%) were on fixed-term contracts. A smaller group of 41 participants (19%) worked under either mandatory contracts or contract-based work. Table 4 provides a breakdown of the respondents' employment types, offering insight into the different forms of job security and how they might influence job satisfaction.

**Factors That Affect Job Satisfaction:**

The study gathered responses on how various factors influence job satisfaction, asking participants to evaluate 13 different factors. Each factor was rated based on its impact on their level of job satisfaction, with choices ranging from contributing to "great satisfaction" to "low satisfaction," or being deemed "irrelevant." This approach allowed for a comprehensive understanding of which factors are most influential in shaping employees' perceptions of their job satisfaction. The results, detailed in Table 5, include descriptive statistics that provide insight into how each factor affects overall job contentment, highlighting their relative importance and impact on the respondents' satisfaction levels.

In the study, respondents ranked various factors affecting job satisfaction, highlighting the work atmosphere as the most significant factor, while company culture was rated as the least important. According to Figure 1, which organizes these factors from most to least important, stability of employment and positive relationships with co-workers were considered equally vital, following the work atmosphere. Additionally, having good relations with supervisors and effective communication with management were also deemed important, ranking fourth and fifth. In contrast, aspects such as the content of work and opportunities for professional development were viewed as less critical, being rated as the second and third least important factors. This ranking underscores the varying degrees of importance assigned to different aspects of job satisfaction by the respondents.

**Cluster analysis:**

To gain a precise understanding of the individual factors impacting job satisfaction, the study employed k-means clustering to analyze the ratings of these factors. The results, presented in Table 6, show the standardized values for each cluster along with tests of statistical significance to determine differences between the clusters. This analysis revealed notable differences in how each group rated the various factors, indicating that perceptions of job satisfaction vary significantly across different clusters.

**Table 5.** Summary analytics for factors influencing job satisfaction

| Factor | Mean (M) | SD | Min | Max |
|---|---|---|---|---|
| Job stability | 4.21 | 0.68 | 2 | 5 |
| Communication with management | 4.08 | 0.63 | 2 | 5 |
| Collaboration across teams | 4.12 | 0.71 | 2 | 5 |
| Opportunities for promotion | 4.05 | 0.8 | 2 | 5 |
| Professional growth opportunities | 4 | 0.77 | 2 | 5 |
| Job responsibilities | 3.92 | 0.74 | 2 | 5 |
| Recognition by supervisors | 4.1 | 0.7 | 2 | 5 |
| Positive relationships with supervisors | 4.15 | 0.65 | 2 | 5 |
| Autonomy in decision-making | 4.03 | 0.72 | 2 | 5 |
| Workplace culture | 3.88 | 0.76 | 2 | 5 |
| Workplace safety | 4.02 | 0.67 | 2 | 5 |
| Strong relationships with coworkers | 4.25 | 0.6 | 2 | 5 |

| Positive work environment | 4.3 | 0.58 | 2 | 5 |
|---|---|---|---|---|

*Notes:* Mean (M) represents the average rating, SD is the standard deviation, Min and Max indicate the range of responses.
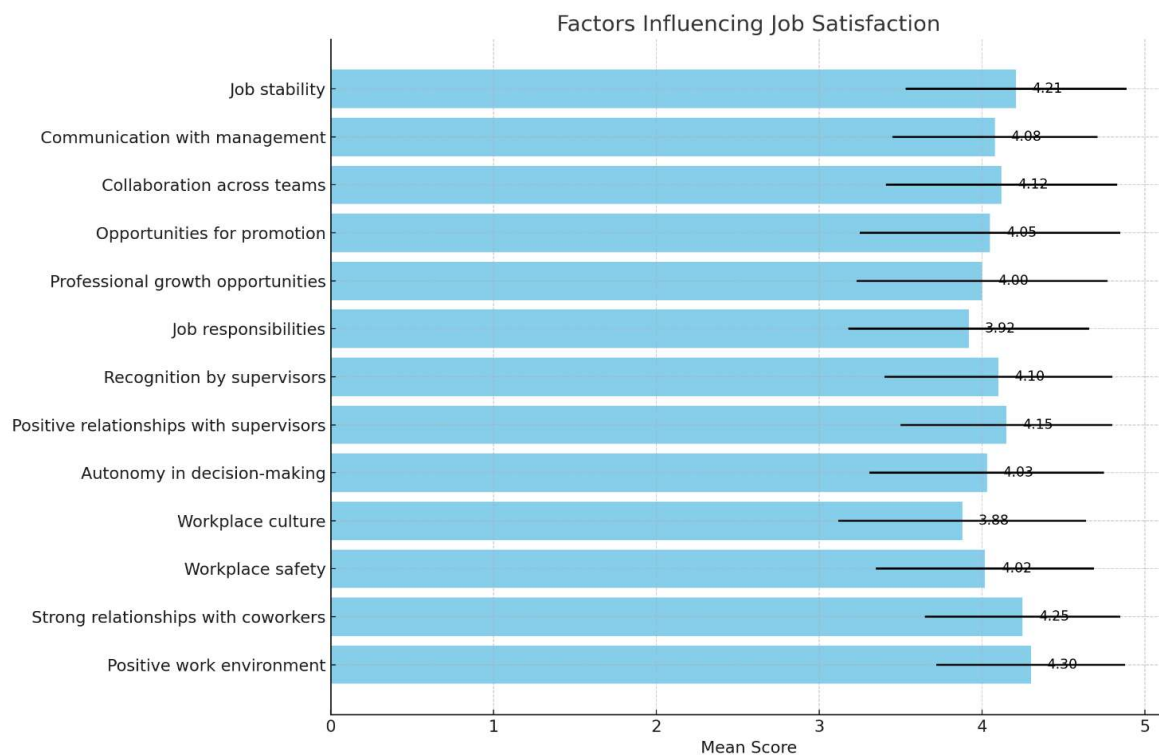


Figure 1. Average values of the importance of factors influencing job contentment

**Table 6.** Final cluster centers along with the test of statistical significance

| Variable | No. 1 (n=18) | No. 2 (n=45) | No. 3 (n=72) | No. 4 (n=59) | F | df | p |
|---|---|---|---|---|---|---|---|
| Stability of employment | -0.50 | 0.10 | 0.22 | 0.50 | 12.45*** | 3,190 | 0.001 |
| Communication with management | -1.20 | -0.15 | 0.72 | 0.05 | 38.90*** | 3,190 | 0.001 |
| Communication between employees | -1.30 | 0.20 | 0.70 | 0.00 | 34.20*** | 3,190 | 0.001 |
| Possibility of promotion | -0.80 | -0.50 | 0.50 | 0.40 | 29.10*** | 3,190 | 0.001 |

| Possibility of development | -0.70 | -0.40 | 0.40 | 0.35 | 18.50*** | 3,190 | 0.001 |
| Content of work | -0.90 | -0.40 | 0.25 | 0.55 | 22.75*** | 3,190 | 0.001 |
| Recognition of superiors | -0.60 | -0.70 | 0.60 | 0.30 | 31.80*** | 3,190 | 0.001 |
| Good relationship with superiors | -0.70 | -0.50 | 0.70 | 0.20 | 30.50*** | 3,190 | 0.001 |
| Independence in decision-making | -0.60 | -0.20 | 0.30 | 0.20 | 9.15*** | 3,190 | 0.001 |
| Company culture | -1.10 | -0.40 | 0.50 | 0.30 | 27.30*** | 3,190 | 0.001 |
| Safety at work | -0.90 | -0.60 | 0.60 | 0.20 | 32.50*** | 3,190 | 0.001 |
| Good relationship with coworkers | -1.40 | 0.00 | 0.85 | -0.30 | 68.90*** | 3,190 | 0.001 |
| Atmosphere at work | -1.80 | -0.10 | 0.85 | 0.10 | 90.50*** | 3,190 | 0.001 |

Notes: M - average value, SD - standard deviation, F - test statistic, df - degrees of freedom, p - statistical significance

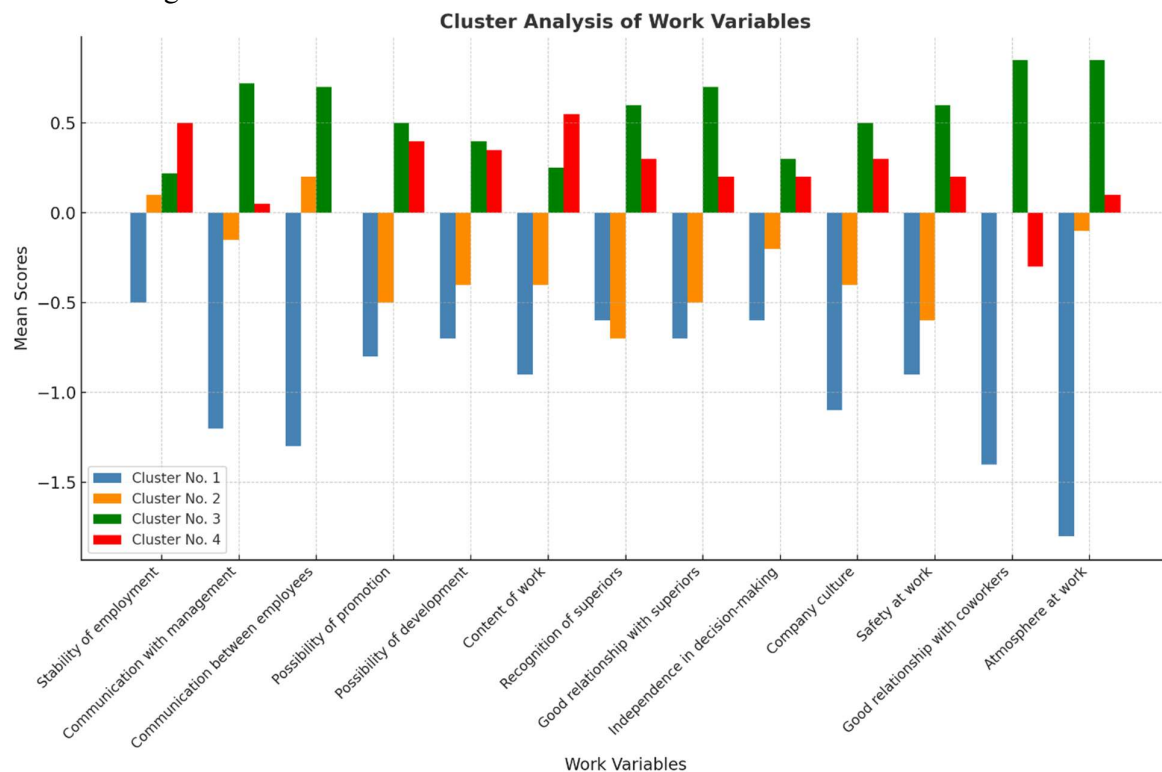

Cluster Analysis of Work Variables

Figure 2. The final cluster centers

The analysis identified four distinct clusters based on the ratings of job satisfaction factors. Each cluster represents a group of respondents with similar evaluations of these factors, highlighting how different aspects of job satisfaction are perceived differently by various segments of the workforce. Figure 2 visually represents the final cluster centers, providing a clear depiction of the distinct patterns in job satisfaction across the identified clusters. This detailed clustering helps in understanding the diverse ways in which job satisfaction factors influence different groups of employees, offering insights for tailoring strategies to improve job contentment effectively.

In the study, respondents were classified into four distinct clusters based on their evaluations of various factors influencing job satisfaction. Each cluster reflects a different perspective on what impacts job contentment.

1. First Cluster (n = 18): Individuals in this group rated the influence of most factors on their job satisfaction as minimal. They perceived that the factors examined, such as communication, relationships, and work conditions, had little to no effect on their overall job satisfaction. This group may consist of employees who are disengaged or indifferent to various aspects of their job, possibly indicating a broader sense of dissatisfaction or apathy toward their work environment.

2. Second Cluster (n = 45): Respondents in this cluster recognized some factors as significant, specifically highlighting interaction between employees and other groups, good relationships with colleagues, and the office work culture. However, they felt that other factors had limited impact on their job satisfaction. This suggests that while interpersonal relations and the work environment are important to them, they do not view other factors, such as recognition or job content, as critical to their overall satisfaction.

3. Third Cluster (n = 70): Participants in this cluster considered all analyzed factors to be strongly influential on their job satisfaction. They placed high importance on aspects such as managerial interactions, accolades from superiors, and maintaining harmonious alliance with both colleagues and superiors. For these individuals, a broad range of factors, from management communication to interpersonal relationships, significantly contributes to their overall job satisfaction, indicating a more engaged and responsive attitude toward their work environment.

4. Fourth Cluster (n = 59): This group prioritized employment stability, opportunities for elevation, development prospects, and the content of work as the most significant factors affecting their job satisfaction. They placed less emphasis on factors like communication or interpersonal relationships, suggesting that for them, job security and career advancement are paramount. This cluster likely includes individuals who value long-term career prospects and professional growth over other aspects of their work environment.

The cluster analysis revealed significant differences between groups in their perceptions of the importance of various job satisfaction factors. These distinctions highlight how different employees prioritize and experience job satisfaction based on their unique needs and work experiences.

The study further analyzed each cluster group based on demographic and employment characteristics to better understand the respondents within each group. This analysis included examining factors such as gender, age, job position, tenure of employment, and the type of staffing agreement. Specifically, it categorized respondents by:

-   Gender and Age: Identifying the distribution of men and women and their respective age groups.

-   Job Position: Classifying respondents into managerial, professional, physical, or administrative roles.

     –   Employment Type: Determining whether respondents were employed on a fixed-term contract, an indefinite contract, or through a work order.

This analysis aimed to provide a detailed description of the respondents in each cluster, allowing for a clearer understanding of the specific characteristics associated with different perspectives on job satisfaction.

The study found a statistically important correlation between the respondents' gender and their membership in one of the four distinct clusters. The Chi-square test ($\chi^2$) revealed a value of 16.58 with a p-value less than 0.01, indicating that gender is an influential factor in determining which cluster an individual belongs to. This suggests that men and women may perceive and prioritize the factors affecting job satisfaction differently.

Table 7 provides the frequency distribution of the respondents' gender within each cluster. This distribution shows how gender influences the clustering of respondents, with specific patterns emerging based on the gender composition of each group. The analysis emphasizes the role of gender in shaping employees' attitudes toward job satisfaction and their grouping into different clusters based on their evaluations of satisfaction factors.

This finding is important as it suggests that gender differences should be considered when addressing job satisfaction issues within organizations. Tailoring strategies to improve job satisfaction may require recognizing and addressing the unique perspectives and needs of male and female employees within different job clusters.

The analysis revealed that gender distribution varied across the different clusters. In clusters 1, 3, and 4, there were more women than men, while in cluster 2, the number of men and women was nearly equal. This indicates that gender plays a role in how respondents evaluate job satisfaction factors, with more women being grouped in clusters where certain factors are more highly valued or perceived differently.

Additionally, the study found a statistically significant relationship between the respondents' age and their belonging to one of the four clusters. The Chi-square test ($\chi^2$) result was 25.81 with a p-value less than 0.01, showing that age is a significant factor influencing cluster membership. Table 8 illustrates the age distribution across the clusters. It was noted that in all four clusters, the majority of respondents were aged 20-29, with cluster 1 having the smallest percentage of respondents in this age group (50%).

This suggests that younger employees (aged 20-29) tend to dominate the sample across all clusters, though their representation is lower in cluster 1. The age distribution highlights the potential differences in job satisfaction perceptions across age groups, which could influence how companies approach employee engagement and satisfaction strategies. Younger employees may prioritize different factors than older employees, requiring tailored approaches to improve job satisfaction based on age demographics.

The analysis revealed a crucial relationship between the respondents' work positions and their membership in one of the four clusters, as indicated by the Chi-square test ($\chi^2 = 22.98$, $p < 0.01$). Table 9 outlines the frequency distribution of respondents across different work positions according to their cluster membership.

In Cluster 1, most respondents were manual workers, highlighting a potential trend where individuals in these roles may perceive job satisfaction factors differently. Cluster 2 had a more balanced representation, with nearly equal numbers of manual workers, administrative staff, and specialists, suggesting a more diverse range of job roles within this group. In contrast, Clusters 3 and 4 were predominantly composed of professionals and administrative workers, indicating that these positions may influence a higher perception of job satisfaction factors within these clusters.

Furthermore, there was a statistically crucial relationship between cluster membership and the respondents' length of employment, as shown by the Chi-square test ($\chi^2 = 22.90$, $p < 0.05$). Table 10 presents the frequency distribution for the period of employment across the clusters.

This relationship indicates that how long a person has been employed may also affect their perceptions of job satisfaction, with possible variations in priorities or satisfaction levels depending on whether they are newer employees or have been with the company for a longer period.

**Table 7.** Characteristics of separate clusters - sex of the respondents

| Cluster | No. 1 | No. 2 | No. 3 | No. 4 |
|---------|-------|-------|-------|-------|
| Sex | n | % | n | % |
| Women | 14 | 70.0 | 24 | 50.0 |
| Men | 6 | 30.0 | 24 | 50.0 |
| Total | 20 | 100.0 | 48 | 100.0 |

Notes: n - Number of persons; % - the percentage of the group

**Table 8.** Characteristics of separate clusters - the age of the respondents

| Cluster | No. 1 | No. 2 | No. 3 | No. 4 |
|---------|-------|-------|-------|-------|
| Age Group | n | % | n | % |
| 20-29 years | 10 | 50.0 | 34 | 75.0 |
| 30-39 years | 4 | 20.0 | 8 | 17.0 |
| 40-49 years | 5 | 25.0 | 4 | 8.0 |
| 50-60 years | 1 | 5.0 | 2 | 4.0 |
| Total | 20 | 100.0 | 48 | 100.0 |

Notes: n - Number of persons; % - the percentage of the group

**Table 9.** Characteristics of separate clusters - position

| Cluster | No. 1 | No. 2 | No. 3 | No. 4 |
|---------|-------|-------|-------|-------|
| Position | n | % | n | % |
| Managerial | 2 | 8.3 | 6 | 12.5 |
| Professional | 4 | 16.7 | 14 | 29.2 |
| Manual Worker | 9 | 37.5 | 13 | 27.1 |
| Administrative Worker | 9 | 37.5 | 15 | 31.3 |
| Total | 24 | 100.0 | 48 | 100.0 |

Notes: n - Number of persons; % - the percentage of the group

**Table 10.** Characteristics of separate clusters - the period of employment

| Cluster | No. 1 | No. 2 | No. 3 | No. 4 |
|---------|-------|-------|-------|-------|
| Employment Duration | n | % | n | % |

| Less than a year | 2 | 10.0 | 12 | 26.7 |
|---|---|---|---|---|
| 1-2 years | 5 | 25.0 | 16 | 35.6 |
| 3-5 years | 4 | 20.0 | 10 | 22.2 |
| 5-10 years | 5 | 25.0 | 4 | 8.9 |
| Over 10 years | 4 | 20.0 | 3 | 6.7 |
| Total | 20 | 100.0 | 45 | 100.0 |

Notes: n - Number of persons; % - the percentage of the group

**Table 11.** Characteristics of separate clusters - a form of employment

| Cluster | No. 1 | No. 2 | No. 3 | No. 4 |
|---|---|---|---|---|
| Contract Type | n | % | n | % |
| Indefinite Duration | 15 | 75.0 | 20 | 47.6 |
| Specified Period | 2 | 10.0 | 15 | 35.7 |
| Mandate/Specific Work | 3 | 15.0 | 7 | 16.7 |
| Total | 20 | 100.0 | 42 | 100.0 |

Notes: n - Number of persons; % - the percentage of the group

These findings suggest that both the nature of the job and the length of employment are crucial in understanding how different groups perceive and prioritize job satisfaction factors. Companies may need to consider these variables when designing interventions to improve job satisfaction across different employee segments.

In the study, cluster 1 had a higher percentage of respondents with long work experience compared to the other clusters. In contrast, the majority of individuals in clusters 2, 3, and 4 had less than 5 years of work experience. This suggests that those with longer tenure may view job satisfaction factors differently than their less experienced counterparts.

Furthermore, the analysis revealed a statistically significant relationship between cluster membership and the form of employment, as indicated by a Chi-square test result of 13.33 with a p-value less than 0.05. Table 11 outlines the frequency distribution of respondents' forms of employment across the clusters.

In cluster 1, there was a higher proportion of individuals working under a contract of indefinite duration than in the other clusters. This points to a potential connection between job security and the way respondents in this group perceive job satisfaction factors. However, it's important to note that, generally, most respondents across all clusters were employed on an indefinite contract. This indicates that job security, reflected in indefinite contracts, is a common characteristic among the respondents but may carry different weight in their overall job satisfaction based on their cluster grouping. This information can be valuable for organizations looking to tailor their employee satisfaction strategies based on work experience and employment type.

In summary, Cluster/Group No. 1, characterized by respondents who felt that various factors had minimal impact on their job satisfaction, exhibits distinct traits. This cluster predominantly includes women and is largely composed of individuals aged 20-29, though this age group is

represented at a lower rate compared to other clusters. Notably, Cluster 1 has the highest proportion of workers with over five years of tenure, indicating longer job stability. Additionally, this group has a higher concentration of manual workers and individuals employed on indefinite contracts, which suggests a greater sense of job security. These characteristics underscore the unique demographic and employment profile of Cluster/Group No. 1, highlighting how long-term employment and job security may influence their perceptions of job satisfaction.

Cluster 2 consists of respondents who felt that most job satisfaction factors had minimal impact on their overall contentment, with notable exceptions being communication among employees, relationships with colleagues,x and the work atmosphere. Key characteristics of this group include:

- Gender Distribution: The number of men and women in this cluster was roughly equal.
- Age: Most members of this group were aged 20-29.
- Job Roles: The cluster had a balanced distribution of manual workers, administrative staff, and specialists.
- Employment Duration: A majority of respondents had been with their current employer for less than 5 years.
- Contract Type: Most individuals in this cluster were employed on indefinite-duration contracts.

This profile suggests that while members of Cluster 2 are generally less influenced by many factors of job satisfaction, they place some importance on interpersonal communication and the working environment. The predominance of younger employees and those with shorter tenures may reflect a stage in their careers where they are still adapting to workplace dynamics and may find initial job aspects, such as company culture and peer relationships, more impactful.

Cluster 3 includes respondents who reported that all the examined factors significantly affected their job satisfaction. The most critical factors for this group were communication with management, recognition from superiors, positive relations with superiors, good relationships with colleagues, and the overall work atmosphere. Key characteristics of this cluster are:

- Gender Distribution: There were more women than men.

- Age: The majority were aged 20-29.

- Job Roles: Most individuals held specialist or administrative positions.

- Employment Duration: A significant portion had been with their current employer for less than 5 years.

- Contract Type: Most were employed under indefinite-duration contracts.

This cluster reflects a high level of engagement and satisfaction with various aspects of their job, indicating that these respondents value a comprehensive range of factors that contribute to their overall work experience. The predominance of younger employees and those in the early stages of their careers suggests a high sensitivity to workplace dynamics and a strong need for positive interactions and recognition in their roles.

Cluster 4 consists of respondents who considered job stability, opportunities for promotion, development potential, and the content of their work as the most crucial factors for job satisfaction. Key characteristics of this cluster are:

- Gender Distribution: There were more women than men.

- Age: The majority were aged 20-29.

- Job Roles: Most individuals were employed in specialist or administrative positions.

- Employment Duration: Many had been with their current employer for less than 5 years.

- Contract Type: Most worked under indefinite-duration contracts.

This cluster underscores the importance of career advancement and job security for these respondents. Their focus on stability and professional growth suggests a strong emphasis on long-term career prospects and meaningful work, reflecting a desire for a secure and progressive work environment.

**Summary:**

Job satisfaction, as discussed in the literature, is linked to a positive attitude toward one's job, interactions with colleagues, and the organization overall. It is generally believed that employees who are satisfied with their work contribute positively to the organization's success and growth. Experts analyze job satisfaction from several dimensions, such as economic factors related to compensation and benefits, interpersonal relationships within the workplace, the nature of job activities and tasks, and overall working conditions (Herzberg, 1965; Lock Smith et al., 1964; Zalewska, 2001). Each category contains various factors that employees assess to gauge their level of satisfaction or dissatisfaction with their job. This means that job satisfaction is a composite of many different aspects or sub-factors. Researchers and organizational leaders often focus on identifying which specific factors most influence job satisfaction, as understanding these can help companies improve employee engagement and organizational performance. Thus, job satisfaction is recognized as a multidimensional construct, reflecting a complex interplay of various influences and attitudes towards work.

The research presented in this article focused on pinpointing the factors that impact job satisfaction. To achieve this, the survey was administered to a diverse group of employees from different organizations. These participants were chosen randomly to ensure a broad representation of various work environments and experiences. By including respondents from multiple organizations, the study aimed to gather comprehensive insights into how different factors contribute to job satisfaction across different settings.

The analysis of the survey responses from 215 participants highlighted that the atmosphere at work was perceived as the most crucial factor influencing job satisfaction. In contrast, company culture was viewed as having the least effect on satisfaction levels. The study categorized various factors into different groups and found that those related to interpersonal relationships and economic aspects of work emerged as the most significant. Notably, among these categories, job stability was rated as the most critical factor for job satisfaction, reflecting its strong impact on employees' overall contentment. This indicates that job stability is seen as essential for job satisfaction, ranking as the second most influential factor after the work atmosphere.

In the study, the author identified several key factors related to interpersonal relations that influence job satisfaction. These included having good relationships with colleagues and supervisors, effective communication management, interactions with other teams, and receiving recognition from superiors. Surprisingly, economic factors, apart from job stability, were rated as having a lesser impact on job satisfaction than anticipated. This prompts an inquiry into why elements such as opportunities for promotion and professional development seem to contribute less to overall job satisfaction. One possible explanation is that the positive emotions generated by strong interpersonal relationships might have a more profound impact on job satisfaction. Satisfied employees who enjoy good workplace relationships may build more positive interactions, which could overshadow the influence of economic factors.

The study revealed that factors associated with activities and tasks, such as autonomy in

decision-making and the nature of work content, were less influential on job satisfaction than those related to interpersonal relationships. Interestingly, the aspect of working conditions, specifically workplace safety, had a somewhat greater impact on job satisfaction than opportunities for development or the content of the work. This outcome reflects a contemporary trend where employees are increasingly aware of and concerned about their work environment. However, despite its significance, the work environment does not overshadow the importance of interpersonal relationships in shaping overall job satisfaction.

The finding that company culture is considered the least important factor affecting job satisfaction is unexpected. Organizational culture is generally perceived as a fundamental element that guides the benefits a company offers and establishes its core values and rules. Given its potential to influence various aspects of the work environment and employee experience, one might assume that company culture would have a more pronounced impact on job satisfaction. This result raises questions about how organizational culture is perceived and its actual role in shaping employees' overall satisfaction with their jobs.

The research included a method of dividing respondents into several groups, which provided insights into how different factors affect specific subgroups. This segmentation allowed for a deeper understanding of how various factors influence job satisfaction across different types of employees. Figure 2 illustrates that respondents fell into three main categories: those who rated all factors highly and view every aspect as significant, those who showed variability in their ratings, and those who considered some factors as having no impact on their job satisfaction. This differentiation underscores the varying degrees of employee engagement. Highly engaged employees tend to perceive a broader range of factors as important to their overall job satisfaction, while less engaged individuals may focus on fewer aspects or dismiss some factors entirely.

The analysis revealed two clusters of respondents, labeled as Group 1 and Group 2, who are notably dissatisfied with their jobs. Both groups downplayed the significance of the factors presented in the survey, indicating that these aspects have minimal influence on their overall job contentment. Group 1, in particular, showed the highest levels of dissatisfaction, which could point to underlying issues such as professional burnout or disengagement. This group may consist of individuals who have lost their passion for work, and their presence at the job seems driven more by obligation than by any intrinsic motivation or job satisfaction. The findings highlight the importance of addressing issues like burnout and disengagement to improve job satisfaction and overall workplace morale.

Group 1 is predominantly composed of young women, aged 20-29, who are employed in manual labor roles. These individuals typically hold indefinite employment contracts and possess a greater amount of work experience. An additional study by the author corroborated that blue-collar workers, like those in Group 1, are generally the most dissatisfied with their jobs. For these workers, wages stand out as the most significant factor in determining job satisfaction, while other aspects like workplace culture or personal development hold less influence. This pattern supports Herzberg's theory, which emphasizes that the factors shaping job satisfaction can vary significantly depending on the nature of the work or the position held. This insight is crucial for organizations seeking to improve job satisfaction, as it underscores the need to tailor strategies based on the specific roles and needs of different employee groups. The respondents in Group 1, who were the most dissatisfied, surprisingly rated the atmosphere at work as the least influential factor on their job satisfaction. Instead, they prioritized job stability, recognition from their superiors, and the ability to make independent decisions as the factors that had the most significant impact on their satisfaction. Despite this ranking, it's critical to point out that their ratings for all these factors were notably low compared to other groups, indicating a general discontent across the board. These findings suggest that even the factors they consider important are not providing enough fulfillment or satisfaction in their

work environment, underscoring the depth of their dissatisfaction. The results highlight a potential disconnect between what these employees value and what they are experiencing in their workplace, emphasizing the need for targeted interventions to address their concerns and improve their job satisfaction.

The respondents in Group 2, though more satisfied than Group 1, still showed overall job contentment levels that were below average. They generally viewed most factors as having a minor impact on their satisfaction at work. However, there were notable exceptions where certain aspects stood out as more important. Specifically, they placed higher value on effective communication between employees and other groups, maintaining positive relationships with colleagues, having a supportive working atmosphere, and enjoying independence in decision-making. These factors seemed to provide a sense of fulfillment for this group, suggesting that while they may not be completely satisfied, these areas still play a crucial role in keeping their job satisfaction from dipping even further. This insight points to the importance of fostering strong communication and positive interpersonal dynamics in the workplace to enhance job contentment, especially for those who may be otherwise disengaged.

Group 2 is characterized by a diverse mix of men and women, mostly young adults between the ages of 20-29, who are equally likely to work in manual labor, administrative roles, or specialist positions. They tend to be employed on permanent contracts and have relatively short tenures, often under five years. Despite their varying roles, a common thread among them is their general dissatisfaction with their jobs. They rank recognition from superiors, work safety, relationships with superiors, company culture, and opportunities for advancement as the least influential factors on their job satisfaction. This suggests a sense of disengagement and professional burnout, similar to what is observed in Group 1.

However, unlike Group 1, Group 2 places significant emphasis on interpersonal relationships, particularly communication between employees and fostering good relations with colleagues. This focus on relationships may serve as a coping mechanism, providing them with a sense of connection and support amidst their dissatisfaction. The importance they place on the work atmosphere further reinforces this idea, as it suggests that a positive environment among peers can help mitigate their overall unhappiness at work. Ultimately, Group 2 appears to prioritize the social aspects of their job over the actual work tasks, using these relationships as a way to balance out their low job involvement and dissatisfaction.

Group 4 stands out as the most optimistic among the surveyed groups, having identified more factors that positively impact job satisfaction than the average respondent. The group is mainly made up of young women, aged 20-29, who are typically employed in specialist or administrative positions. Their relatively short tenure, with less than five years of work experience, suggests that they are likely early in their careers and still forming their professional identities. Most of these workers are employed under permanent contracts, which may contribute to their positive outlook, as job security often correlates with higher satisfaction levels.This group's focus on various factors that boost job satisfaction indicates a more engaged and content workforce. Their positive evaluations could reflect their satisfaction with the stability and growth opportunities within their current roles, as well as a supportive work environment that aligns with their career aspirations. Given their relatively short time in the workforce, this positivity could also be tied to the enthusiasm and energy often seen in employees who are just starting out in their professional journeys. Overall, Group 4 appears to be more satisfied with their jobs, valuing the stability and opportunities their positions offer.

In Group 4, job satisfaction is primarily driven by factors that emphasize professional and economic stability. For these respondents, the most important contributors to their job contentment include job stability, the potential for career advancement, opportunities for professional development, and the specific tasks and responsibilities of their work. These factors align with a focus on long-term career growth and security, suggesting that members of

this group are likely motivated by clear career paths and the chance to improve their skills and standing within the company.On the other hand, factors related to interpersonal dynamics, such as communication between employees, relationships with colleagues, and the overall workplace atmosphere, were deemed less critical by this group. This preference diverges sharply from Group 2, which placed a much higher emphasis on social interactions at work. For Group 4, the more tangible aspects of their roles—like stability and growth—outweigh the softer, relational elements of the workplace environment.This group's prioritization of economic and task-related factors suggests that they may view their jobs more through the lens of career development and financial security. Their focus on promotion and development opportunities implies a forward-looking mindset, where personal advancement within the company is a key driver of satisfaction. While they do acknowledge the importance of interpersonal relationships, these factors take a back seat to those that directly influence their career trajectory and job security. This perspective might indicate that Group 4 is composed of individuals who are highly career-oriented and value a structured, opportunity-rich work environment.

Group 3 is characterized by its respondents' tendency to rate all factors affecting job satisfaction more favorably than average. This group is predominantly made up of women within the 20-29 age range, employed in specialist and administrative positions. They have relatively short tenures at their current jobs, having worked for less than five years, and they are employed under indefinite contracts. The similarity in demographic and employment profiles between Group 3 and Group 4 is striking. Both groups are primarily composed of younger women with limited work experience, holding positions in specialized or administrative roles, and enjoying the security of indefinite contracts. This alignment suggests that their high ratings for various job satisfaction factors might stem from shared experiences or expectations regarding their roles and work environment. The fact that Group 3 values all factors related to job satisfaction above average indicates a generally positive outlook towards their work conditions and organizational environment. This could imply that these individuals have a more holistic or balanced view of job satisfaction, appreciating both the economic and relational aspects of their work. Their high ratings across all factors could reflect a favorable work environment that meets their diverse needs and expectations.

Members of Group 3 demonstrated high levels of satisfaction across all job satisfaction factors examined, rating each as having a significant impact on their overall contentment. Key elements deemed most crucial by this group included effective communication with management, which they considered essential for their job satisfaction, highlighting the value they place on regular and transparent interactions with leaders. Recognition from superiors was also vital, reflecting their need to feel appreciated and rewarded for their efforts. Good relations with supervisors and colleagues further contributed to their satisfaction, indicating the importance of supportive and harmonious relationships in the workplace. Additionally, a positive working atmosphere was emphasized as an important factor, underscoring the role of a supportive environment in enhancing their job satisfaction.

While Group 3 rated several factors positively, their significance varied. Communication between employees and other groups was important but slightly less critical compared to communication with management and relationships with colleagues. Corporate culture was seen as relevant but not as crucial as interpersonal factors. Workplace safety, though important, did not stand out as a major concern. On the lower end of the scale, Group 3 rated job stability, job content, and autonomy in decision-making as less impactful. Job security was the least important factor for this group, and they placed less emphasis on the content of their work and their ability to make independent decisions, suggesting these aspects were not as central to their job satisfaction.

In contrast to Group 4, which highly valued job content and saw it as a primary factor in job

satisfaction, Group 3's evaluation of job content showed a notable decline. However, Group 3 did find the potential for promotion and development significant, though not as prominently as Group 4, highlighting a difference in emphasis between the two groups.

In the overall evaluation of the 215 respondents, the work atmosphere, job stability, and positive interactions with colleagues and superiors emerged as the most crucial factors influencing job satisfaction. Nonetheless, these factors did not uniformly affect all respondent groups, indicating that the importance of these elements can vary depending on the specific characteristics of different clusters within the survey population.

The study supports the thesis that understanding the factors affecting job satisfaction is essential for effectively managing and retaining employees. It underscores the need for organizations to focus on improving employee satisfaction to enhance their motivation, commitment, and loyalty. Managers play a critical role in this process, as recognizing and addressing the factors that contribute to job satisfaction can significantly impact both individual performance and the overall success of the organization.

The research highlights the value of ongoing investigations into job satisfaction factors, as previous studies have shown that satisfied employees are integral to organizational success. By actively addressing the needs and concerns that influence job satisfaction, companies can build a more committed and productive workforce, ultimately leading to better organizational outcomes.

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