

# JOB SATISFACTION AND ITS ELEMENTS – A QUALITATIVE ANALYSIS

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## **Abstract**

This study aims to identify what are the main elements correlated with employee job satisfaction. Our interest has been driven by the requirement and usefulness of describing the specific aspects which lead to employee satisfaction, considering such features as industry, field of activity, geographical region, and nature of ownership, state of private, respectively. We have discovered a positive influence on job satisfaction of such elements as: high level of professional commitment, existence of performance appraisal system, high occasional performance, innovative organisational practices promoting knowledge management, leadership style, the nature of the job as an intrinsic factor. On the other hand, work dissatisfaction could be the result of low level of extrinsic factors: level of income and working conditions.

**Key words:** job satisfaction, work motivation, employees, human resources management

**Résumé:** Cette étude vise à identifier les principaux éléments corrélés avec la satisfaction professionnelle des employés. Notre intérêt a été motivé par l'exigence et l'utilité de décrire les aspects spécifiques qui mènent à la satisfaction des employés, en tenant compte de caractéristiques telles que l'industrie, le domaine d'activité, la région géographique et la nature de la propriété, respectivement l'état du privé. Nous avons découvert une influence positive sur la satisfaction au travail d'éléments tels que : un niveau élevé d'engagement professionnel, l'existence d'un système d'évaluation des performances, des performances occasionnelles élevées, des pratiques organisationnelles innovantes favorisant la gestion des connaissances, le style de leadership, la nature du travail comme facteur intrinsèque. D'autre part, l'insatisfaction au travail pourrait être le résultat d'un faible niveau de facteurs extrinsèques : niveau de revenu et conditions de travail.

**Mots-clés:** Mots clés : satisfaction au travail, motivation au travail, employés, gestion des ressources humaines

## **Abstract**

Lucrarea de față își propune să abordeze identificarea principalelor elemente corelate cu satisfacția angajaților la locul de muncă. Acest interes este urmarea cerinței și utilității caracterizării aspectelor specifice ce conduc la satisfacția angajaților, luând în

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considerare aria, domeniul de activitate, zona geografică, tipul de proprietate, respectiv companii de stat sau private. Am identificat influența pozitivă pe care o au asupra satisfacției în muncă, elemente ca: nivelul înalt de angajament profesional, existența unui sistem de evaluarea performanțelor, performanțe organizaționale ridicate, practica organizațională inovativă ce incurajează managementul cunoașterii, stilul de leadership, natura jobului, ca factor extrinsec. Pe de altă parte insatisfacția la locul de muncă poate fi rezultatul prezenței unui nivel scăzut al factorilor extrinseci: nivelul veniturilor, condițiile de muncă.

**Cuvinte cheie:** satisfacția la locul de munca, motivația muncii, angajați, managementul resurselor umane

## 1. Introduction

The selected topic reflects my practical interests as a human resources manager, having worked for more than 15 years in well-known multinational companies, with a relatively high number of employees (between 2700 and 5000 employees).

I have discovered over time that there is a strong link between job satisfaction and personnel fluctuation, the latter being one of the main challenges faced by many employers in a volatile and dynamic labour market in Romania.

The success of any company depends on the ability of its management to deal with these challenges and the associated risks (Medeleanu, 2013). The existence of a clear, structured, and consistent process to identify, assess and control the factors leading to job satisfaction may differentiate a successful company from a struggling one. In the last twenty years, there has been a strong concern in several sectors, both in foreign and local companies, for identifying and taking timely preventive measures and specific actions that increase the degree of employee loyalty and retention (Blanaru & Medeleanu, 2017). Consequently, companies, irrespective of their size and area of operation, are looking for measures aimed to retain the most efficient employees, the role and influence of human factor on organisational efficacy being widely acknowledged.

## 2. Research methodology

The study aims to identify the main dimensions that should be considered in empirical research of job satisfaction at the workplace. For this purpose, in this study content analysis was applied using a NVivo version 12 software.

Initially, we selected 12 recently published articles, during 2014-2019, on employee job satisfaction that use empirical research methods. To do that, we made a search on the Google Scholar search engine by using the key words *job satisfaction* and *job motivation*.

In selecting the articles, we used such criteria as citations, indexation in international databases – IDB (Emerald Insight, Taylor and Francis, Elsevier and so on), geographic spread of the studies (we have analysed both studies conducted in Europe – Great Britain, Germany, Bulgaria, Finland, Bulgaria, Lithuania,

Germany, Bulgaria, Finland, Bulgaria, Lithuania, Malaysia, the United States of America and Australia etc.), as well as the sectors on which the researchers concentrated their attention (job satisfaction in banking, non-governmental, medical, academic, IT sectors). These selection criteria established in the initial stage aimed to comprise a wide range of studies analysing job satisfaction and motivation and from a multi-dimensional perspective. As such, it is reflected also in the sections of this article. in the sections study.

Next, we performed a detailed analysis of the main results presented by each selected study. Therefore, our main purpose was to describe in detail what exactly is job satisfaction inter-related so that we could identify the main dimensions that the research of this topic entails.

Later, we carried out a content analysis related to the frequency of appearance in the selected studies of specific key terms. In our study, we present the tables for each article accompanied by a *word cloud* underlining what are the main 20 concepts/notions associated with the terms: *job*, *motivation*, *satisfaction*. These first stages of our research support the process of identifying the indicators/concepts/notions that will be later measured in the analysis of employee job satisfaction. For this purpose, we used a specialised NVivo12 software, the Trial version.

We have exported the tables to Microsoft Office Excel 2017, and then made our own tables. Finally, we conducted a cluster analysis to formulate the main conclusions in line with the aim of this study.

### 3. Literature Review

#### 3.1. The influence of intrinsic and extrinsic factors on job satisfaction

According to Garcia et al. (2016), social assistance experts show moderate professional satisfaction. The nature of the job is the most important intrinsic factor; it has a positive influence on the degree of job satisfaction. On the other hand, extrinsic factors, such as the income, fringe benefits and work or operation conditions impact professional dissatisfaction.

The study was conducted in Spain using *Job Satisfaction Survey* developed by Spector (1997) as data collection instrument. The sample comprised 947 social assistants (861 women and 86 men) from 35 professional associations in Spain.

**Table 1.** Frequency of key words used in the study (our own table made using Microsoft Office Excel 2017) and word cloud (graphic representation exported from NVivo 12)

Term	Absolute frequency	Relative frequency (%)	Included words
<i>social</i>	186	<b>2.97%</b>	social, sociales
<b><i>satisfaction</i></b>	<b>144</b>	<b>2.30%</b>	<b>satisfaction</b>
<i>working</i>	129	<b>2.06%</b>	work, working
<b><i>job</i></b>	<b>122</b>	<b>1.95%</b>	<b>job</b>
<i>workers'</i>	76	<b>1.21%</b>	worker, workers, workers'
<i>factors</i>	56	<b>0.89%</b>	factor, factores, factors

Term	Absolute frequency	Relative frequency (%)	Included words
<i>scale</i>	39	<b>0.62%</b>	scale, scales
<i>retrieved</i>	31	<b>0.49%</b>	retrieved
<i>items</i>	29	<b>0.46%</b>	item, items
<b><i>dissatisfaction</i></b>	<b>26</b>	<b>0.42%</b>	<b>dissatisfaction</b>
<i>professionals</i>	26	<b>0.42%</b>	professional, professionals
<i>level</i>	24	<b>0.38%</b>	level, levels
<i>services</i>	23	<b>0.37%</b>	service, services
<i>years</i>	23	<b>0.37%</b>	years
<i>associations</i>	22	<b>0.35%</b>	associate, associated, association, associations
<i>sample</i>	21	<b>0.34%</b>	sample, samples
<i>different</i>	20	<b>0.32%</b>	difference, differences, different
<i>obtained</i>	20	<b>0.32%</b>	obtained
<i>organisation</i>	19	<b>0.30%</b>	organisation, organisational, organisations
<i>internal</i>	18	<b>0.29%</b>	internal, international

Source: Garcia R.G et al. (2016).

### 3.2. Relationship between the level of professional engagement and job satisfaction

In a study focused on the Information Technology and Communications (ITC), Rezaei (2016) reports that employees of small and middle-sized organisations show a high degree of professional satisfaction from several perspectives. These tend to show a high degree of satisfaction due to nature of their work, management/supervision style, communication style, benefits, incentives and fringe benefits and bonuses, level of income, relationships among colleagues, the system of promotions and operational procedures. Also, job satisfaction is associated with the degree of professional/organisational commitment (*normative, emotional and continuance commitment*). As such, other authors also underline the fact that employee satisfaction, retention and commitment represent the three main indispensable elements for understanding the needs of experts (Anton et al., 2020) working in education. The research was conducted in Malayasia on a sample comprising 256 respondents.

**Table 2.** Frequency of key words used in the study (our own table made using Microsoft Office Excel 2017) and word cloud (graphic representation exported from NVivo 12)

Term	Absolute frequency	Relative frequency (%)	Included words
<i>commitment</i>	374	<b>3.47%</b>	commitment, commitments, committed

<i>job</i>	176	1.63%	job, jobs
<i>satisfaction</i>	151	1.40%	satisfaction, satisfactions
<i>organizational</i>	141	1.31%	Organizational
<i>employees</i>	140	1.30%	employee, employee', employees, employees', employees'
<i>affectivity</i>	96	0.89%	affected, affecting, affective, affectivity
<i>continuance</i>	92	0.85%	continuance, continued, continuous
<i>working</i>	82	0.76%	work, working, works
<i>managers</i>	77	0.71%	management, manager, managers, manages, managing
<i>normative</i>	74	0.69%	Normative
<i>supported</i>	66	0.61%	support, supported, supportive, supports
<i>organization</i>	60	0.56%	organization, organizations, organized, organizing
<i>relationship</i>	60	0.56%	relationship, relationships
<i>communication</i>	55	0.51%	communication, communications, community
<i>positively</i>	52	0.48%	position, positive, positively, posits
<i>rewards</i>	48	0.45%	reward, rewarded, rewards
<i>benefits</i>	47	0.44%	benefit, benefits
<i>promotion</i>	42	0.39%	promoted, promotion, promotional, promotions
<i>university</i>	40	0.37%	University
<i>Worker</i>	40	0.37%	worker, workers, workers'

Source: Rezaei (2016).

The analysis shows that the terms *job* and *satisfaction* have a total weight of 3.03% (*job* 176 mentions – 1.63%, *satisfaction* with 151 mentions – 1.40%, respectively), the two notions being surpassed by the term *commitment* – translated as engagement (3.47%). So, the interpretation of the data shows that the associated dimension of satisfaction analysis at the workplace is related to employee professional engagement. Also other associated key concepts are related to: working conditions, work relations, affection and professional support, benefits and incentives/bonuses, promotion mechanisms, etc.

### 3.3. Relation between leadership style and professional satisfaction

Another study focused this time on higher education reports that leadership style has a significant impact on professional satisfaction. So, Alondariene & Majauskaite (2016) stress that *servant leadership* has mainly a positive impact on growth of employee job satisfaction, the autocratic style being found at the opposite end. As underlined by the authors, job satisfaction directly influences employee performance and consequently the organisational performance too. The

results of the empirical analysis also showed that academic staff generally reported being satisfied with their job, intrinsic factors playing a major role.

This study was conducted in Lithuania in 2013, the sample comprising 72 members of academic staff and 10 supervisors from private and public universities.

**Table 3.** Frequency of key words used in the study (our own table made using Microsoft Office Excel 2017) and word cloud (graphic representation exported from NVivo 12)

Term	Absolute frequency	Relative frequency (%)	Included words
<i>leadership</i>	352	<b>4.30%</b>	Leadership
<b><i>job</i></b>	<b>213</b>	<b>2.60%</b>	<b>Job</b>
<b><i>satisfaction</i></b>	<b>209</b>	<b>2.55%</b>	<b>Satisfaction</b>
<i>style</i>	171	<b>2.09%</b>	style, styles, styles'
<i>faculty</i>	121	<b>1.48%</b>	faculties, faculty
<i>impact</i>	78	<b>0.95%</b>	impact, impacted
<i>educational</i>	74	<b>0.90%</b>	educating, education, educational
<i>positively</i>	59	<b>0.72%</b>	position, positive, positively
<i>university</i>	59	<b>0.72%</b>	universal, universities, university
<i>perceived</i>	57	<b>0.70%</b>	perceive, perceived
<i>behavior</i>	53	<b>0.65%</b>	behavior, behaviors
<i>higher</i>	48	<b>0.59%</b>	higher
<i>following</i>	46	<b>0.56%</b>	follower, followers, followers', following
<i>managers'</i>	45	<b>0.55%</b>	management, managers, managers', manages
<i>organization</i>	43	<b>0.53%</b>	organization, organizations
<i>supervisors</i>	43	<b>0.53%</b>	supervisor, supervisors, supervisors'
<i>significantly</i>	41	<b>0.50%</b>	significance, significant, significantly
<i>organizational</i>	40	<b>0.49%</b>	organizational
<i>servant</i>	40	<b>0.49%</b>	servant
<i>leader</i>	35	<b>0.43%</b>	leader, leaders, leaders'

Source: Alonderiene & Majauskaite (2016).

As it results from the main topic of the study, and from the analysis of distribution and frequency of appearance of these terms, we may note that job satisfaction could be studied also in terms of leadership styles that could be adopted at the workplace. Also, we could study the elements related to organisational behaviour or attitudes adopted by supervisors, leaders, managers, etc.

In this case, the processed data showed that the cumulated frequency of appearance of the term *job* și *satisfaction* is 5.15%, surpassed only by the cumulated relative frequency of the terms *leadership* and *style* – 6.39%.

### 3.4. Performance appraisals and professional satisfaction

A complex study of Kampkötter (2016) brings into discussion the influence of *formal performance appraisals* on employee satisfaction. Such appraisals are viewed as key practices in human resource management being developed to control and motivate personnel with the aim of managing and improving future performance at the workplace. These appraisals could be then used to take decisions on promotions, higher payment or career growth opportunities. The results of Kampkötter (2016) report that appraisals accompanied by *monetary outcomes* tend to contribute to growth in the degree of satisfaction among employees. The same author also reports that the appraisals accompanied by monetary outcomes become an important instrument for HRM, being highly appreciated by employees.

Also, a longitudinal study was conducted in Germany, with a sample comprising around 10500 employees.

**Table 4.** Frequency of key words used in the study (our own table made using Microsoft Office Excel 2017) and word cloud (graphic representation exported from NVivo 12)

Term	Abolute frequency	Relative frequency (%)	Included words
<i>job</i>	145	1.99%	job, jobs
<i>satisfaction</i>	138	1.89%	satisfaction, satisfactions
<i>appraised</i>	127	1.74%	appraisal, appraisals, appraised
<i>performance</i>	119	1.63%	performance, performed, performers
<i>employees</i>	110	1.51%	employee, employees, employees'
<i>effects</i>	82	1.12%	effect, effective, effectiveness, effects
<i>personality</i>	65	0.89%	person, personal, personalities, personality
<i>control</i>	61	0.84%	control, controlled, controlling, controls
<i>monetary</i>	57	0.78%	Monetary
<i>managers</i>	52	0.71%	manage, management, managers
<i>variables</i>	49	0.67%	variability, variable, variables
<i>related</i>	48	0.66%	related, relation, relations, relative
<i>individual</i>	45	0.62%	individual, individuals, individuals'
<i>consequences</i>	41	0.56%	consequence, consequences
<i>positively</i>	41	0.56%	position, positive, positively
<i>international</i>	38	0.52%	internal, internals, international
<i>assessments</i>	32	0.44%	assessed, assessment, assessments
<i>human</i>	32	0.44%	Human
<i>resource</i>	30	0.41%	resource, resources
<i>university</i>	29	0.40%	University

Source: Kampkötter (2016).

In this study, the terms related to *job* and *satisfaction* were among the most used terms both accounting for 3.88% of the words, then we find notions regarding performance appraisal (*appraisal* – 1.74% and *performance* – 1.63%). Therefore, we could conclude that a new important dimension for the study of job satisfaction

is related to the impact and effect of such appraisals on employee performance growth.

### 3.5. Relation between organisational performance and job satisfaction

Bakotić (2016) reported in his study on 40 small and medium sized companies that there is a link between employee satisfaction and organisational performance. After data processing, the author observed that job satisfaction leads to organisational performance, the reverse relation being less strong. In operationalising factors determining employee satisfaction, Bakotić (2016) included such factors as nature of the work, advancement/promotion opportunities, further educational development opportunities, relationships with the peers, leadership style, the way direct supervision is implemented, position in the company, working conditions, permanent employment and working hours. Concerning organisational performance, there are such indicators as total turnover, current assets turnover, return on assets, return on equity, income per employee, cost per employee, earnings before tax per employee, etc. The author reaches the conclusion that organisational performance is more difficult to be perceived by employees directly as long as companies are not forced to provide additional benefits for reaching or surpassing specific development parameters.

The study was conducted in Croatia on a sample of 5606 employees in 40 small and medium-sized companies.

**Table 5.** Frequency of key words used in the study (our own table made using Microsoft Office Excel 2017) and word cloud (graphic representation exported from NVivo 12)

Term	Absolute frequency	Relative frequency (%)	Included words
<i>performance</i>	157	3.77%	perform, performance, performances
<i>satisfaction</i>	141	3.39%	<b>Satisfaction</b>
<i>job</i>	130	3.12%	<b>job, jobs</b>
<i>organisational</i>	123	2.95%	organisational, organisations
<i>employee</i>	61	1.46%	employee, employees, employees'
<i>correlations</i>	53	1.27%	correlated, correlation, correlations
<i>relationship</i>	46	1.10%	Relationship
<i>financial</i>	39	0.94%	Financial
<i>company</i>	36	0.86%	companies, companies', company
<i>indicators</i>	31	0.74%	indicator, indicators
<i>working</i>	27	0.65%	work, working
<i>factors</i>	26	0.62%	factor, factors
<i>managers</i>	26	0.62%	management, manager,



Term	Absolute frequency	Relative frequency (%)	Included words
			managers, managing
<i>asset</i>	22	<b>0.53%</b>	asset, assets
<i>analysis</i>	21	<b>0.50%</b>	analysis
<i>positive</i>	21	<b>0.50%</b>	position, positive, positively
<i>direct</i>	20	<b>0.48%</b>	direct, direction, directions, directly
<i>impact</i>	20	<b>0.48%</b>	impact, impacts
<i>success</i>	20	<b>0.48%</b>	success, successful
<i>organizational</i>	18	<b>0.43%</b>	organizational

Source: Bakotić (2016).

The frequency analysis shows that a big part of the study is focused on organisational performance. As such, the terms *performance* and *organisational* account for 6.72% of the words, while *satisfaction* and *job* have a total weight of 6.51%. Also, the ranking of notions indicates that the emphasis should be on the perspective of employees and the study of factors with a positive impact on organisational success.

### 3.6. The impact of knowledge management and professional satisfaction

A Finnish study of Kianto et al. (2016) measured the impact of knowledge management on job. The three authors state that knowledge management has a strong impact on growing employee satisfaction. The five elements of knowledge management included in the quantitative study included – *knowledge acquisition*, *knowledge sharing*, *knowledge creation*, *knowledge codification* and *knowledge retention*. Kianto et al. (2016) started from the premise that knowledge management refers to creation, distribution, stimulation and supporting knowledge environment in an organisation that could motivate and enable employees accumulating the knowledge to use and share it, and also create new and innovative. Generally, knowledge management is an innovative organisational practice promoting professional satisfaction. Therefore, Kianto et al. (2016) stress that knowledge management could be a useful tool for managers and consultants wishing to increase the job satisfaction of their employees.

The study was carried out in Finland and its analysis included the processing of 824 respondents from a municipal organisation.

**Table 6.** Frequency of key words used in the study (our own table made using Microsoft Office Excel 2017) and word cloud (graphic representation exported from NVivo 12)

Term	Absolute frequency	Relative frequency (%)	Included words
<i>knowledge</i>	257	<b>3.88%</b>	knowledge, knowledgeable

<b>Term</b>	<b>Absolute frequency</b>	<b>Relative frequency (%)</b>	<b>Included words</b>
<i>job</i>	<b>195</b>	<b>2.95%</b>	<b>job, jobs</b>
<i>satisfaction</i>	<b>179</b>	<b>2.70%</b>	<b>satisfaction</b>
<i>managing</i>	122	<b>1.84%</b>	management, managers, manages, managing
<i>organisation</i>	80	<b>1.21%</b>	organisation, organisational, organisations, organised
<i>employee</i>	71	<b>1.07%</b>	employee, employees, employees'
<i>working</i>	60	<b>0.91%</b>	work, working, works
<i>sharing</i>	48	<b>0.73%</b>	share, shared, shares, sharing
<i>performance</i>	43	<b>0.65%</b>	performance, performed
<i>processes</i>	38	<b>0.57%</b>	process, processes
<i>group</i>	34	<b>0.51%</b>	group, groups
<i>model</i>	30	<b>0.45%</b>	model, modelling, models
<i>practices</i>	28	<b>0.42%</b>	practical, practically, practice, practices
<i>creation</i>	27	<b>0.41%</b>	creation
<i>impact</i>	25	<b>0.38%</b>	impact, impacts
<i>organizational</i>	25	<b>0.38%</b>	organizational
<i>retention</i>	25	<b>0.38%</b>	retention
<i>acquisition</i>	23	<b>0.35%</b>	acquisition
<i>information</i>	23	<b>0.35%</b>	informal, informants, information
<i>Relations</i>	22	<b>0.33%</b>	relate, related, relates, relation, relations

Source: Kianto et al. (2016).

As it could be noted from data analysis, an important element for increasing job satisfaction of employees refers to knowledge management. As such, the words *knowledge and management* were found among 5.65%, of the words associated with the terms *job* and *satisfaction*, with a total weight of 5.72%. Also, other aspects that taken into account refer to the impact of knowledge management on professional performance, and the way knowledge/information is distributed, acquired, created and retained.

### *3.7. Structural and relational predictors associated with job satisfaction.*

A study Knapp et al. (2017) focused on non-profit organisations examines structural and relational predictors associated with both job satisfaction, as well as the intention to leave a job. On the one hand, the authors discuss such perceived features of job satisfaction as job structure, autonomy, variety of skills/abilities, tasks and their importance, and on the other hand, they look into the perception of organisational support falling under the umbrella of strengthening the relation between the organisation and the employee. The results indicate that this category of employees feel the need to be consistently supported, and job structuring should be made in such a way that it would enable employees work independently. In fact, Knapp et al. (2017) underline that employees on non-profit organisations pay more

attention to the way they are treated by their superiors and less to features of their work.

This longitudinal study was conducted on sample of 196 full-time employees from non-profit organisations in the United States of America.

**Table 7.** Frequency of key words used in the study (our own table made using Microsoft Office Excel 2017) and word cloud (graphic representation exported from NVivo 12)

Term	Absolute frequency	Relative frequency (%)	Included words
<i>job</i>	176	2.94%	job, jobs
<i>nonprofits</i>	91	1.52%	nonprofit, nonprofits
<i>employees'</i>	74	1.24%	employee, employees, employees'
<i>characteristics</i>	71	1.19%	characteristic, characteristics
<i>satisfaction</i>	65	1.09%	satisfaction
<i>relationship</i>	56	0.94%	relationship, relationships
<i>organization</i>	55	0.92%	organ, organization, organizations, organizations', organized
<i>turnover</i>	54	0.90%	turnover
<i>relatively</i>	52	0.87%	relate, related, relational, relative, relatively
<i>intentions</i>	50	0.84%	intention, intentions
<i>organizational</i>	49	0.82%	organizational
<i>working</i>	44	0.74%	work, working
<i>significant</i>	36	0.60%	significance, significant, significantly
<i>structural</i>	34	0.57%	structural, structure, structured, structures, structuring
<i>measure</i>	30	0.50%	measure, measured, measurement, measures
<i>support</i>	28	0.47%	support, supported, supporting, supportive
<i>predict</i>	27	0.45%	predict, predicted, predicting, prediction, predictive, predicts
<i>task</i>	27	0.45%	task, tasks
<i>importance</i>	26	0.43%	importance, important
<i>managing</i>	26	0.43%	manage, management, managers, managing

Source: Knapp et al. (2017).

Data analysis shows that employees in non-profit organisations value structural and relational features to maintain and grow their job satisfaction. Therefore, the terms *job* and *satisfaction* have a cumulated weight of 4.03%. So, another feature of the analysis concerns the impact that relational and structural factors could have on the degree of employee satisfaction.

### 3.8. Job motivation and satisfaction in higher education

According to Stankovska et al. (2017), among academic staff prevails a high degree of professional motivation. They seem highly satisfied with the level of pay, peer relations, the system of advancement, operational and supervising procedures, and are less satisfied with fringe benefits, the nature of their work, and the communication process. So, the four study authors found a direct link between job satisfaction and motivation.

The study was conducted in Bulgaria on a sample of 100 respondents (50 men and 50 women). Data were collected using the two standardised instruments - Job Satisfaction Survey (JSS) and Job Motivation Questionnaire (JMQ).

**Table 8.** Frequency of key words used in the study (our own table made using Microsoft Office Excel 2017) and word cloud (graphic representation exported from NVivo 12)

Term	Absolute frequency	Relative frequency (%)	Included words
<i>job</i>	126	5.15%	job, jobs
<i>satisfaction</i>	96	3.93%	satisfaction
<i>motivation</i>	54	2.21%	motivate, motivated, motivating, motivation
<i>staff</i>	52	2.13%	staff
<i>academic</i>	49	2.00%	academic, academics
<i>university</i>	33	1.35%	universities, university
<i>educational</i>	31	1.27%	educate, education, educational
<i>working</i>	28	1.15%	work, working
<i>employees</i>	24	0.98%	employee, employees, employees'
<i>factors</i>	20	0.82%	factor, factors
<i>management</i>	16	0.65%	management, manager, managers, manages, managing
<i>level</i>	15	0.61%	level, levels
<i>pay</i>	15	0.61%	pay
<i>promotion</i>	14	0.57%	promote, promotion
<i>supervision</i>	14	0.57%	supervision, supervisions
<i>workers</i>	14	0.57%	workers, workers'
<i>higher</i>	13	0.53%	higher
<i>highly</i>	12	0.49%	high, highly
<i>increase</i>	12	0.49%	increase, increased, increases, increasing
<i>professors</i>	12	0.49%	professors

Source: Stankovska et al. (2017).

As it results from the above presented table, job satisfaction is closely linked to motivation. The terms job and satisfaction appear with a frequency of 9.08%, while motivation with that of 2.21% out of total analysed cases. The main motivational cases resulting from data analysis are related to level of payment, advancement opportunities, etc., all these indicators used to analyse employee satisfaction.

### 3.9. The link between professional motivation and satisfaction

Another study linking motivation to professional satisfaction was reported by Rožman et al. (2017) aimed to identify what exactly motivates senior employees compared to young ones in their profession. So, the results reported in this study show that senior employees are motivated by flexibility, autonomy, good peer relations, opportunity to work at their own pace, respect among employees and fair treatment, irrespective of age. Instead, younger employees are motivated by the level of payment or advancement/promotion opportunities. The study also stresses that motivation and satisfaction differ by age.

This quantitative study was carried out in Slovenia on a sample of 400 employees (174 young and 226 senior employees).

**Table 9.** Frequency of key words used in the study (our own table made using Microsoft Office Excel 2017) and word cloud (graphic representation exported from NVivo 12)

Term	Absolute frequency	Relative frequency (%)	Included words
<i>employees</i>	126	3.22%	employee, employees, employees', employees'
<i>working</i>	119	3.04%	work, working
<b><i>motivation</i></b>	<b>85</b>	<b>2.17%</b>	<b>motivated, motivates, motivating, motivation, motivational, motivators, motives</b>
<i>aging</i>	60	1.53%	age, ageing, ages, aging
<i>older</i>	57	1.46%	older
<b><i>satisfaction</i></b>	<b>54</b>	<b>1.38%</b>	<b>satisfied, satisfaction</b>
<i>workplace</i>	49	1.25%	workplace
<i>possibility</i>	39	1.00%	possibilities, possibility
<i>company</i>	33	0.84%	companies, companies', company
<i>younger</i>	32	0.82%	younger
<i>mean</i>	31	0.79%	mean, meanings, means
<i>management</i>	30	0.77%	managed, management, managers, managing
<i>different</i>	28	0.72%	differences, different, differs
<i>diversity</i>	24	0.61%	diverse, diversity
<i>workers</i>	24	0.61%	workers
<i>business</i>	23	0.59%	business
<b><i>job</i></b>	<b>19</b>	<b>0.49%</b>	<b>job, jobs</b>
<i>groups</i>	18	0.46%	group, groups
<i>flexible</i>	17	0.43%	flexibility, flexible
<i>relationships</i>	17	0.43%	relationship, relationships

Source: Rožman et al. (2017).

3.10. Job satisfaction in psychiatric institutions

A study on job satisfaction among the employees of psychiatric institutions, Scanlan et al. (2019) shows that team dynamics and team leader’s qualities are important factors sustaining a high degree of job satisfaction.

The study was conducted in Australia on a sample of 77 respondents. It was accompanied by a qualitative study built using the focus-group methodology.

**Table 10.** Frequency of key words used in the study (our own table made using Microsoft Office Excel 2017) and word cloud (graphic representation exported from NVivo 12)

Term	Absolute frequency	Relative frequency (%)	Included words
<i>health</i>	129	<b>2.89%</b>	health
<i>mental</i>	109	<b>2.44%</b>	mental
<i>team</i>	88	<b>1.97%</b>	team, teams
<b><i>job</i></b>	<b>73</b>	<b>1.63%</b>	<b>job, jobs</b>
<b><i>satisfaction</i></b>	<b>70</b>	<b>1.57%</b>	<b>satisfaction</b>
<i>working</i>	68	<b>1.52%</b>	work, working
<i>workers</i>	55	<b>1.23%</b>	worker, workers
<i>professional</i>	40	<b>0.90%</b>	professional, professionals
<i>participants</i>	40	<b>0.90%</b>	participant, participants, participate, participated, participating
<i>service</i>	39	<b>0.87%</b>	service, services
<i>role</i>	35	<b>0.78%</b>	role, roles
<i>community</i>	33	<b>0.74%</b>	communication, communities, community
<i>nursing</i>	31	<b>0.69%</b>	nurse, nurses, nursing
<i>supportive</i>	28	<b>0.63%</b>	support, supported, supporting, supportive
<i>occupational</i>	28	<b>0.63%</b>	occupation, occupational
<i>social</i>	28	<b>0.63%</b>	social
<i>healthcare</i>	27	<b>0.60%</b>	healthcare
<i>factors</i>	26	<b>0.58%</b>	factors
<i>aboriginal</i>	25	<b>0.56%</b>	aboriginal
<i>discipline</i>	25	<b>0.56%</b>	discipline, disciplines

Source: Scanlan et al. (2019).

The analysed data show that the terms *job* and *satisfaction* appear in 3.20% out of total used terms in the articles. The other notions referring to organisational factors that could have a positive impact on growth of professional satisfaction are: team work, supportive community, discipline, etc.

#### 4. Conclusions

The carried out content and cluster analysis, the results of which are shown in the tables and graphs below, identify the elements that should be taken into consideration in comprehensive studies of employee satisfaction.

**Table 11.** Word frequency use in the 18 studies (our own table using Microsoft Office Excel 2017) and word cloud (graphic representation exported from NVivo 12)

Term	Absolute frequency	Relative frequency (%)	Included words
<i>job</i>	1710	2.23%	<b>job, jobs</b>
<i>satisfaction</i>	1538	2.01%	<b>satisfied, satisfaction, satisfactions</b>
<i>works</i>	892	1.16%	work, worked, working, works
<i>employees'</i>	804	1.05%	employee, employee', employees, employees', employees'
<i>managing</i>	472	0.62%	manage, managed, management, manager, managers, managers', manages, managing
<i>performed</i>	462	0.60%	perform, performance, performances, performed, performers, performing, performs
<i>committed</i>	420	0.55%	commit, commitment, commitments, committed
<i>leadership</i>	400	0.52%	leadership
<i>relationship</i>	331	0.43%	relationship, relationships
<i>organizational</i>	329	0.43%	organizational
<i>health</i>	318	0.42%	health
<i>social</i>	317	0.41%	social, sociales, socialized, socially
<i>workers</i>	317	0.41%	worker, workers, workers', workers'
<i>relatively</i>	312	0.41%	relate, related, relates, relating, relation, relational, relations, relative, relatively
<i>different</i>	297	0.39%	differ, difference, differences, different, differently, differing, differs
<i>knowledge</i>	288	0.38%	knowledge, knowledgeable
<i>positively</i>	269	0.35%	position, positioned, positions, positive, positively, posits
<i>factors</i>	263	0.34%	factor, factores, factors
<i>variables</i>	253	0.33%	variability, variable, variables
<i>organization</i>	248	0.32%	organ, organization, organizations, organizations', organize, organized, organizing
<i>organisational</i>	237	0.31%	organisation, organisational, organisations, organised
<i>motivators</i>	235	0.31%	<b>motivate, motivated, motivated', motivates, motivating, motivation,</b>

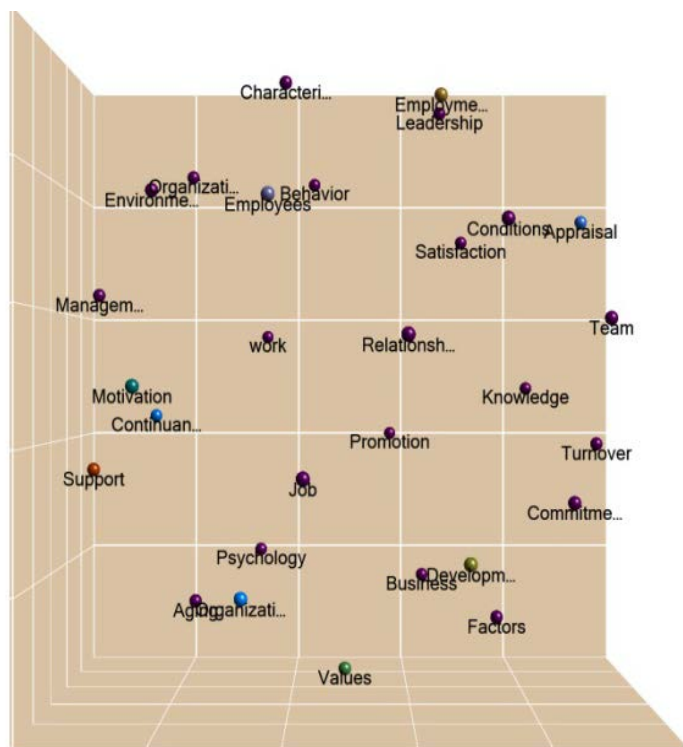
Term	Absolute frequency	Relative frequency (%)	Included words
			<b>motivational, motivational', motivations, motivator, motivators, motives</b>
<i>well</i>	233	<b>0.30%</b>	well, wellness
<i>effects</i>	231	<b>0.30%</b>	effect, effective, effectively, effectiveness, effects
<i>impact</i>	228	<b>0.30%</b>	impact, impacted, impacting, impacts
<i>university</i>	219	<b>0.29%</b>	universal, universally, universities, university
<i>level</i>	206	<b>0.27%</b>	level, levels
<i>significantly</i>	198	<b>0.26%</b>	significance, significant, significantly
<i>psychology</i>	194	<b>0.25%</b>	psychological, psychology
<i>Support</i>	187	<b>0.24%</b>	support, supported, supporting, supportive, supports

In this sense, employee self-perception regarding professional satisfaction is important, considering both intrinsic and extrinsic factors, the nature of the job and the level of satisfaction with the payment, working hours and delivered work, respectively.

The second key issue is that of degree of employee satisfaction with working conditions, among important factors being found: degree of satisfaction with the relations with the peers and the management.

Choosing the right leadership, communication style, existence of performance management, a learning-based culture, knowledge management, promotion based on staff appraisal are key elements that should be taken into account when approaching factors that contribute to job satisfaction.





**Figure 1.** Cluster analysis on similitude and relationships of the terms graphic representation exported from NVivo 12)

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