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**5th International Scientific and
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Dominika Lehocká

Ján Cárach

Lucia Knapčíková

Sergej Hloch

Editors

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THE STUDY OF JOB SATISFACTION WITH THE PHASE OF LIFE CYCLE OF COMPANY

Snezana Kirin¹, Milan Mitrovic², Sinisa Borovic², Tatjana Janovac², Ljuba Barovic²,
Vukašin Petrović³

¹ Innovation center of the Faculty of Mechanical Engineering, Belgrade, Serbia

² University Privredna Akademija, Faculty for Management of SMEs, Belgrade, Serbia

³ Prima international school, Belgrade, Serbia

*Corresponding author-mail: snezanakirin@yahoo.com

Abstract

There is strong evidence that employees who experience high level of satisfaction are also more productive. It is also known that internal and external factors affect job satisfaction. The aim of this study was to investigate the relationship between internal factors, such as satisfaction with the content of work, conditions of work, and relationship with colleagues and managers, with life stage of company.

Keywords: job satisfaction, life stage of company

1. Introduction

Motivation and satisfaction of employees has become the basis of stability of a modern organization. Dissatisfied workers may not provide the growth and development of the organization and the presence of dissatisfaction is an important indicator of future problems. Understanding the issues of motivation and job satisfaction is essential for the design of the workplace, organizational culture, reward system, system improvement and management style.

The phenomenon of the life cycle has long been known not only in biology but also in many other scientific disciplines. There are several theories of the life cycle of companies, which are only partially coincide. Phases of the life cycle of companies come and go one by one by predetermined order. For different theorists have different views on the number of life cycle stages of companies. The more stages to the detailed management strategies can be developed in them. The research presented in this paper was applied according to the following classification:

- Phase foundation and development ("go-go")
- Phase early age (adolescence)
- Phase full maturity (top form)
- Early Stage of bureaucracy
- Phase bureaucracy
- Late Phase bureaucracy ("death" of the company).

The foundation and development phase is the period when the company was born and the company is in a growth phase. During the phase of early youth, organizations recognize that there is life outside of their founders. Isak Adizes stated [1]: 'In

many ways similar companies teenager trying to become independent of the family." It is the beginning of movement the organization to success. The transition between the "go-go" stage and adolescence is difficult, because there was a need for delegation of authority, change of leadership and setting new goals. Top form represents optimal state in the life cycle of when it achieves a balance between the organization's ability to keep its processes under control and its flexibility. Early stage of the bureaucracy is the beginning of falling performances. The aim of this paper is to explore the dimensions of job satisfaction with social aspects depending on the life stage of company.

2. Research Methodology

The survey was conducted in eight companies that are diverse in their activities, ownership rights, qualifications, education and age structure.

The survey was conducted during working hours, at workplace of respondents, using a questionnaire in which it used a Likert scale. The sample contained 125 of respondents. Complexity of the impact of factors that affect job satisfaction and their activities was highlighted through a questionnaire.

Information on the respondents and their personal characteristics are meant to provide data that we considered most relevant to the research problem, and relate to the following five variables: Gender, Level of Education, The age, Years of service, Activities of the company, and Type of employment. The main hypothesis was:

H0: Job satisfaction depends on the phase of the life cycle of the company.

Data were processed by the appropriate mathematical and statistical procedures. The basic plan of the research methodology is based on the correlation between the variables of the general level of education, work experience, education, gender, employment type (independent) and job satisfaction, relationships, relationships with colleagues and superiors, satisfaction with work conditions (dependent variable).

For the analysis of job satisfaction in the organization of content, satisfaction with rewarding work, relationships with colleagues, managers and overall relationships depending on the phase the life cycle the organization was applied a single-factor analysis of different groups, ANOVA with additional tests.

In order to find the mutual relationship between job satisfaction and life cycle stages of the company we have observed Pearson's correlation.

Statistical data analysis was performed using the algorithms embedded in software applications Microsoft's "Excel" and "SPSS for Windows".

2.1. Place and conditions of research

The conditions in which firms operate at the time of this research can be called unstable because it is a period of economic crisis during the last phase of a long transitional period of privatization and restructuring. Deindustrialization and decline of activities of the Serbian industry and economy is the process that takes nearly a quarter century and is characterized by: narrowing of industrial production; devastation of industrial capacities; reduced productivity in the industrial sector; out-of-date industrial equipment and technologies; decline in the competitiveness of major industries and companies, especially those with export ambitions; decreased the share of industrial sector in GDP of Serbia; decline in export activities; reduction of the number of employees in the industrial sector.

Independent variables

Organization size is observed through four categories: up to 50 employees, 51 to 100 employees, 101 to 1000 employees, over 1000 employees

Activity of the organization is viewed from the two categories: Production and Service.

Average incomes are given in 7 categories from the smallest to the largest.

The sample investigated whether the hypotheses was influenced by the Gender of the respondents (male and female).

Four categories of the age structure of the respondents were analysed: Up to 30 years, 31 to 40 years, 41 to 50 years, and over 50 years.

Level of education was observed by the five categories: Primary school, Three-year secondary school, Four-year high school, College degree, University degree.

Length working experience was determined by the four categories: 5 years, 6 to 10 years, 11 to 20 years, over 20 years.

Type of employment was observed in four categories: full-time, part-time, freelance, and volunteers.

The ownership structure of the company is presented through three categories: stock company, Limited Liability Company, and state ownership.

Dependent variables

With the aim to highlight the influence of phase of the life cycle of the company, the following was analyzed: satisfaction with the content of job; satisfaction with working conditions (workplace equipment, hours of operation); satisfaction with rewarding the work; satisfaction with relationships with colleagues and managers; satisfaction with working

atmosphere; all in relation to phase of the life cycle of the company.

3. Results and discussion

To answer the question: Does the results of measurements satisfaction of: job content, award system, relationships with colleagues, relationships managers and human relations, are different in general, depending on the phase of an organization is we did a statistical analysis ANOVA (one factor). One of the assumptions of factorial analysis, ANOVA is that the variances of groups being compared are similar. In order to do determine, is used the Levin's test of homogeneity of variance that is reduced to testing the null hypothesis:

H0: variances are equal (there is no strong evidence that the differences in the variances of the different phases of the life cycle of the company significant).

H1: the variance differences are significant.

After the analysis we obtained:

- Significant differences in the mean values of the dependent variable "satisfaction with job conditions" between the phases of adolescence and bureaucracy
- Significant difference in satisfaction with job conditions between the phases "top form" and the bureaucracy.

For of the dependent variable "satisfaction with rewarding system," we obtained:

- a significant difference between satisfaction with the rewarding system in the "phase foundation and development" and during the phase "top form" and
- significant differences between satisfaction with rewarding system in phase "top form" and the last stage of the life cycle of the company.

Figure 1 indicates that employees are most contented with their colleagues at work, being fairly balanced throughout all phases of the life cycle of the company. which can be interpreted as belonging to a nation of collectivist dimension of culture, [2].

Satisfaction with management is highest in the initial stage - foundation and development stage, when it is the greatest enthusiasm, and then drops significantly during adolescence to increase under top form and stage of bureaucracy when there are already developed of procedures for work and when are established ways of working.

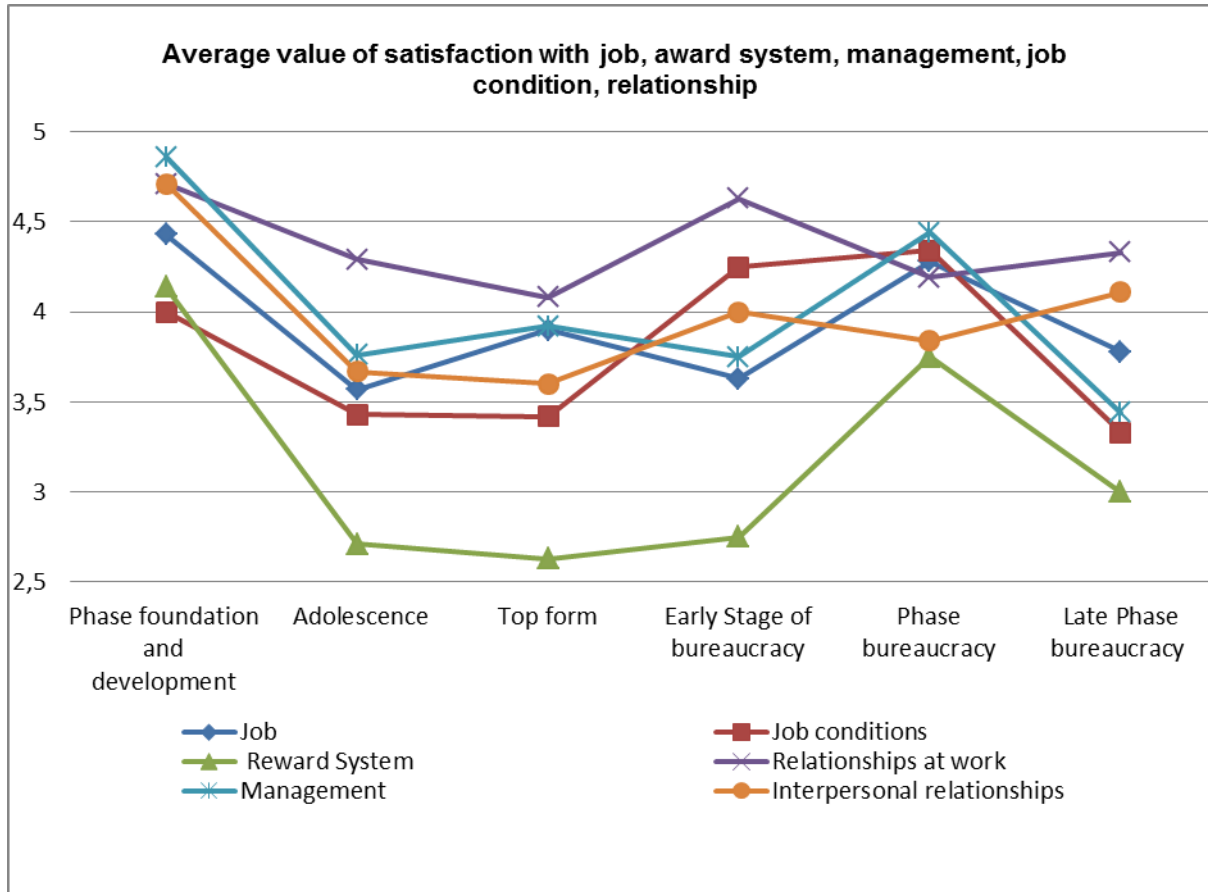
Satisfaction with interpersonal relationships is satisfactory with what is highest in the beginning, when the expectations are highest, to the lowest value reached under top form when it is expected that the company operates at full capacity and when it is expected that all other parameters follow that development.

They expressed mostly balanced satisfaction with the content of work which shows that employees are generally realistically assessed what will work. Slightly higher values of satisfaction of the content of

the work reported in the foundation and development stage phase and the phase of the bureaucracy.

Satisfaction with the conditions in the workplace is the highest in a bureaucracy stages when there are already developed working procedures and when are established ways of working.

Satisfaction with the rewarding system resembles the letter „U“ and it is the highest in the initial stage. After that it is shown disappointment because wages do not follow growth and development of the company. In stages when the company is in the most advanced position workers expressed dissatisfaction with the system of rewarding.



By applying the Pearson correlation between the independent and dependent variables we did not get the relationship between the factors of job satisfaction and life stage of company. We have got weak correlation between satisfaction of conditions of work and activities of the company, and the weak correlation of satisfaction with reward system and activities of the company.

By observing correlation of dependent variables we obtained a strong correlation of satisfaction with job content, satisfaction with working conditions and satisfaction with reward system. We also received a strong correlation of satisfaction with relationships with managers and colleagues.

4. Discussion and conclusions

From all the above mentioned in the survey it can be concluded that hypothesis H0, that job satisfaction depends on the phase of the life cycle of the company, has been proved.

It is shown that in the first, „foundation and development“ phase of the life cycle of company satisfaction is present with work content, relationships with colleagues and managers, working conditions and rewarding system and overall interpersonal relationships.

At the stage of adolescence, there has been decline of enthusiasm, and consequently' satisfaction. The most prominent is neutral attitude towards job content, and occasionally appearing dissatisfaction and satisfaction with job content. In this stage neutral attitude towards to conditions of work (equipment of the workplace, working hours, etc.) is expressed. It is also evident mark of neutral opinion on the issue of remuneration, and is present both satisfaction and dissatisfaction totally rewarding work. In this phase is predominant solid content with colleagues. Also predominates satisfaction with the relationships between people although there are cases of and discontent. At this stage, conflicts occur mostly rarely, have them occasionally, and rarely occurring frequent conflicts that affect the business of the organization.

At the stage of life cycle of the organization, which is denoted by the "top form" is the most pronounced satisfaction with work content. At this stage dissatisfaction with the job content is very little present. In this phase we have a full range of satisfaction / dissatisfaction with working conditions. When the organization is operating at full capacity, it is normaly that employees expected that other working parameters follow the development of the organization. Since this is usually not the case at this stage, dissatisfaction is the most pronounced with rewarding system. In this stage satisfaction with colleagues, managers and overall relationships between people is evident, though fully dissatisfaction with relationships is rarely present as well.

At this stage amount of occasional conflicts is the largest by far which can be explained by the intensity of the job. A smaller number of respondents expressed the rare occurrence of conflicts and the lowest number of respondents expressed the existence of frequent conflicts that affect the business of the organization.

After a phase of top form, in the early stage of the bureaucracy, there is a drastic decrease in satisfaction with job content which could be explained by disappointment in job possibilities. Also, much smaller number of respondents expressed satisfaction with working conditions. As far as satisfaction with rewarding system is concerned, the neutral position is presented most often, which is different from the opinion in the top form phase, but still dissatisfaction is more present. In relationships with colleagues and interpersonal relationships no dissatisfaction is present, whereas in relationships with the managers satisfaction is more prevalent, but with the appearance of some discontent.

As regard conflicts they are less pronounced than in the phase of top form and there is balance of those who believe that conflicts rarely occur, and those who believe that they occur occasionally.

At the stage of the bureaucracy satisfaction with the content of work has grown, compared to the early phase of the bureaucracy, after a period of adjustment. At this stage satisfaction with rewarding system is evident, as well as with relationships with colleagues and managers, and human relations. Anyhow, dissatisfaction with working conditions is present, which can be interpreted by the obsolescence of equipment throughout the life cycle of the company.

At this stage the amount of occasional conflicts is far the largest, with somewhat fewer respondents identified the rare occurrence of conflicts and the least of them existence of frequent conflicts that affect the business of the organization.

In the late stage of the bureaucracy satisfaction with job content is present, as well as neutral attitude towards the content of work, but there is dissatisfaction with job content. As far as conditions of work are the concern, very few respondents

have expressed complete satisfaction. They have indicated, on a smaller scale, dissatisfaction and satisfaction with rewarding system and neutral opinion. When considering rewarding system, there are all levels of satisfaction / dissatisfaction. Their intensity is small, and the shape reminds of normal distribution. In relationships with colleagues there is no dissatisfaction, while the relationship with managers and interpersonal relationships in general, satisfaction is more present, but with the appearance of discontent. It should be noted that at this stage all procedures for the job are defined and elaborated in written form.

In this phase occasional conflicts occur mostly, while a relatively small number of respondents pointed out to the rare occurrence of conflicts and some of them existence of frequent conflicts that affect the business. When observing differences in mean values of individual dependent variables at different stages of the life cycle of company, the significant difference is obvious between the mean value of the variable "satisfaction with working conditions", between the phases adolescence and the phase of „the bureaucracy“ and the phase "top form" and the „bureaucracy“. For the dependent variable "satisfaction with rewarding work," there is significant differences between satisfaction with rewarding system in the phase "top form" and phase which is the last stage of life cycle of the company.

Acknowledgment

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