

EMPLOYEE SATISFACTION SURVEY IN THE SELECTED TYPES OF COMPANIES IN SLOVAKIA

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Abstract

The current dynamic, competitive and globalized times bring for businesses and their employees new opportunities and challenges, but also higher demands and expectations. Satisfaction of increasingly demanding customers is a way of how to ensure that businesses can further thrive and develop. Companies can have satisfied customers thanks to a professional approach of their employees. Frustrated and dissatisfied employee can, however, hardly contribute to delivering a quality service, product or have a pro-customer oriented approach. Therefore, achieving the satisfaction of employees is crucial for the companies because thanks to satisfied workforce the companies are able to deliver higher quality products or services, which eventually positively impacts the financial results and company growth. Companies should be interested in knowing the factors which cause employee satisfaction. This paper examines what factors are important for employee satisfaction, as well as how the selected types of companies in Slovakia manage to meet them. It compares and evaluates which type of company achieves the highest satisfaction of their employees, and also in which areas the particular types of businesses manage to satisfy their employees the most, or, on the contrary, the least.

Keywords: satisfaction, small company, big company, public organizations, employees.

Introduction

Satisfied workforce is essential to the success of any enterprise, and, therefore, maintaining satisfied employees should be a priority of every employer. Satisfied employees are highly loyal, faithful even in bad times, because they care about how to contribute to organization's prosperity and progress.

The first benefit of satisfied employees is that these employees barely think of changing their jobs. Their satisfaction is, thus, key to their retention. It is very important that organizations keep good, experienced, and talented employees, as it gives them a huge advantage over their competitors.

The second great benefit are financial incomes of the organization, because satisfied workforce gets reflected in the positive financial results. Satisfied employees are willing to provide assistance to their colleagues and collaborate even in critical situations. They are not

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thinking about leaving the company during the crisis, but working together to overcome challenges and obstacles. They give priority to their employer and do not work for him because of the financial rewards, but because they sympathize with the company and believe in its objectives. Furthermore, they spread the good name of the company, are proud of it and try to work hard on its profits.

The third advantage is that satisfied employees better manage stress and better adapt. Satisfied employees want to further educate themselves in order to move forward in their development and new challenges are taken positively by them (Management Study Guide, 2015).

Professional and practical studies have found that happy employees are more productive, tend to have lower absenteeism and staff turnover. Since employee satisfaction is one of the fundamental factors which might affect the achievement of organization's objectives and employees' identification with the objectives, satisfaction and its maximization is today one of the companies' clear priorities (Pojerova, 2007).

This paper deals with employee satisfaction survey in selected types of enterprises in Slovakia and then compares and evaluates, where satisfaction is the highest. It targets businesses in the private sector where it compares small companies and large corporations. In comparison with companies from the private sector stands the public sector. The result is the evaluation what type of business satisfies their employees and in which areas the best.

1 Literature Review

Today, organizations are looking for new ways of how to motivate employees to their top performance. According to Rudy, "job satisfaction significantly impacts the performance of an individual, interpersonal relationships in the workplace and absenteeism and fluctuations in the organization. Individual who is satisfied with his work, has a positive job attitude, performs better which again positively influences his satisfaction" (Rudy et al., 2001). The importance of quality work environment within the company and the its subsequent impact on employee satisfaction, the impact of the satisfaction on employee retention and their performance, which in the end are positively reflected on enterprise results, shows the Figure 1.

No human resources management technique ensures that employees will behave in the expected way. However, attitudes of employees that have an impact on their behavior can be affected. According to Shields, there are three main attitudes in the working environment - motivation, job satisfaction, and job involvement (Shields, 2007). Other sources mention loyalty as a working attitude as well. An attitude represents individual's tendency to respond positively or negatively to objects or people around him. Attitudes are not physically observable, they can be assessed according to the individual's statements and his subsequent behavior. Attitudes consist of three interconnected components - cognitive component, which focuses on beliefs and opinions about another person or object, affective component representing feelings towards another person or an object and conscious components representing an intention of how to behave towards another person or object (Bhagat and Steers, 2007).

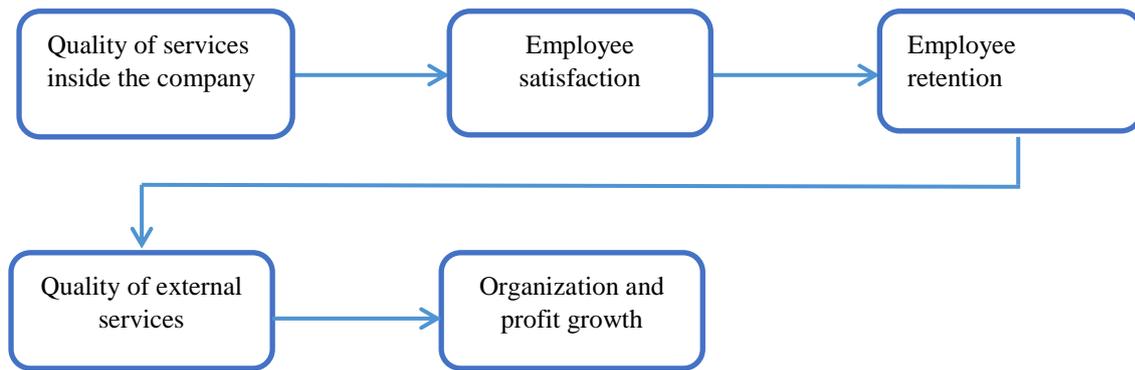


Figure 1 Influence of Company Superior Internal Environment on the Overall Company Prosperity (Source: Cook, 2008)

Motivation presents the reasons and triggers of behavior in a certain way, direction, intensity, and duration. In other words, work motivation focuses on those aspects of the individual and of the situation, which cause the initial willingness to make some effort and direct this effort in a certain way and maintain making this effort in the given time period. Motivation is a state of mind and is not directly observable, it can be estimated only according to the observed behavior. To estimate the motivation only according to the behavior or achieved results is problematic, since it is not the only factor that influences the behavior (Pinder, 2008).

Job satisfaction is a feeling of inner fulfillment and pride of the employee due to the work done. Job satisfaction occurs when an employee feels he has achieved something important and valuable which deserves recognition. Job satisfaction provides an employee with a positive emotional state that leads to a positive working attitude and better performance. Happy worker is likely to be creative, flexible, loyal, and innovative (Wicker, 2011).

Job satisfaction directly affects the membership behavior (behavior related to achieving integration) because employees who are satisfied with the payment and conditions of their work are not likely to be absent at work and show more effort to stay in the organization because they are not under stress and they tend to complain less. They are coming back to the workplace, as extrinsic and intrinsic rewards fulfill their material and emotional needs, and outweigh the costs and effort they have to spend to come to the workplace. In case of dissatisfaction, on the contrary, absence and turnover are high.

Impact of job satisfaction on the other two types of work behavior, task behavior (fulfilling the tasks) and organization citizenship (belonging to the organization) is indirect. It is influenced by the intensity of job involvement and motivation. Job satisfaction, therefore, has an impact on organization citizenship only if the employee's attitude of job involvement is positive. Similarly, positive impact on the performance of tasks will occur if there is high motivation. Satisfied employees are less likely to want to leave from work, but it does not mean that they are also highly productive. A satisfied employee does not necessarily have to be a motivated employee (Shields, 2007). What is certain is that a dissatisfied employee will

not show the membership behavior as well as lower job involvement and lower motivation (Heneman et al., 2014).

The third work related attitude, job involvement, affects all three types of working behavior, but also both remaining work attitudes (motivation and job satisfaction). When employees are strongly identified with the organization, its values, objectives and clients, they will also show organization citizenship behavior. Like this they contribute to meet the organization objectives, have a low turnover, low absenteeism and feel the satisfaction and motivation, which has a positive impact on membership behavior and greater effort to fulfill the tasks. In short, high job involvement intensifies all working attitudes and behaviors. On the other hand, if the job involvement is missing, it has a negative impact on all types of behaviors and attitudes (Schappe, 1998).

Figure 2 shows relations among working attitudes and working behavior.

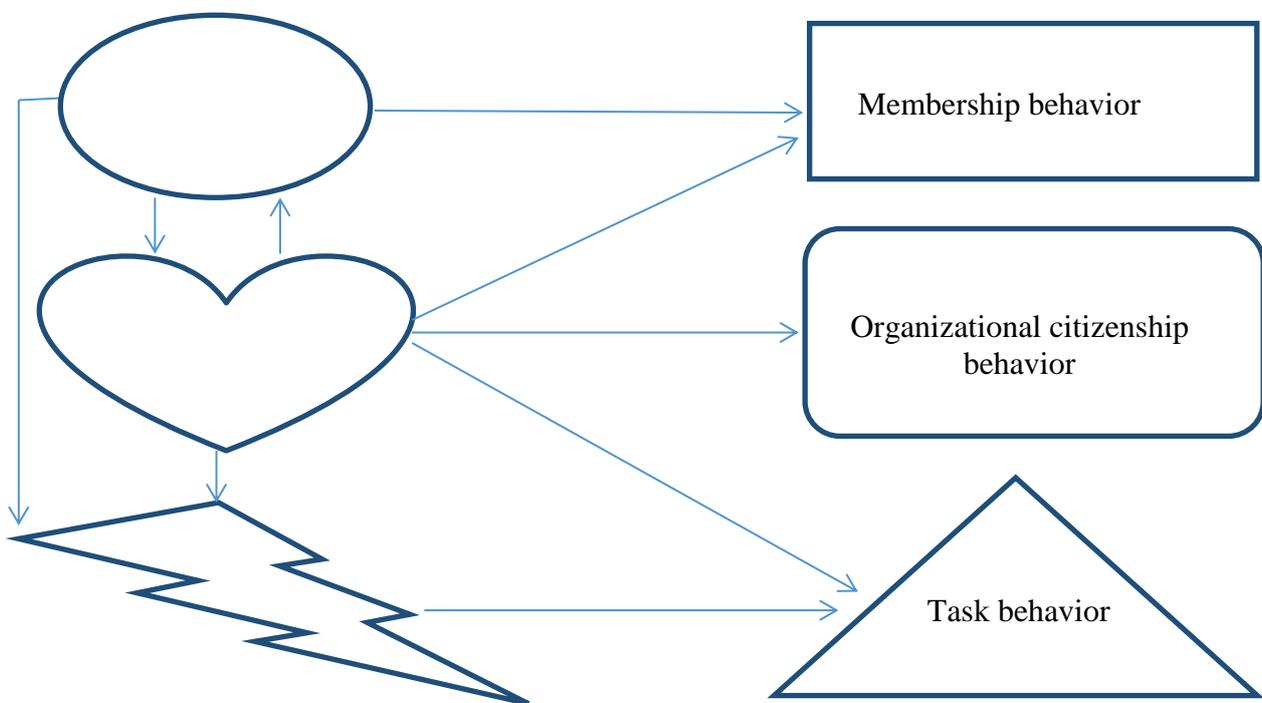


Figure 2. Relations among working attitudes and working behavior (Source: Shields, 2007)

2 Methodology

For the survey of employee satisfaction, Minnesota Satisfaction Survey (MSQ) was used, particularly its short form. Short form of the questionnaire consists of 20 questions, each representing one of the surveyed 20 areas. Questions may be divided into two main groups that represent intrinsic and extrinsic factors of satisfaction. For each question, Minnesota questionnaire can be answered by five possible answers. For the employees responses, Likert scale is used, which is a method that attributes to quantitative value qualitative data. To each possible response, numerical value is attributed and, finally, the average value of all responses

can be calculated. Final average value represents the overall level of satisfaction to the surveyed area.

Table 1. Range of Responses Used in Minnesota Satisfaction Survey

Answer	Weight
Very dissatisfied	1
Dissatisfied	2
Neutral	3
Satisfied	4
Very satisfied	5

Source: Authors' own processing

The questionnaire was distributed in written or electronic form to employees of multinational corporations, small private companies, and public administration. All analyzed companies are located in Slovakia - in case of multinational corporations, there was always a Slovak branch with the majority of Slovak staff and Slovak management. The category of large private enterprises comprises globally operating companies in the field of information technology, telecommunications, and services in management consulting, systems integration, and outsourcing. Category of small private enterprises is represented by companies active in the field of geodesy, cosmetics, wellness, and purchase, import, and sale of medical supplies. In the area of public administration, institutions operating in the field of geodesy and cartography, tourism, and local government were selected.

Table 2. Success of the Survey Based on the Number of Responses by Business Type

Type of enterprise	Number of analysed companies	Number of interviewed people	Number of responses	Returned responses
Small enterprise	4	50	39	78%
Large enterprise	4	80	67	84%
Public administration	4	55	41	75%

Source: Authors' own processing

3 Public And Private Sector

Contemporary world of the global economy brings huge opportunities for international trade, exchange of goods, movement of capital, and services and jobs. In terms of employment opportunities in Slovakia, there are many opportunities to work at internationally or globally operating corporations, which in our country have offices and centers of shared services. Of course, in addition to the large corporations, there are opportunities to work in locally operating firms of various sizes. These businesses represent the private sector, where the main objective is to create economic value and profit. Alongside the private sector, the opportunity to work in the public sector, which, unlike economic value, creates public and social values (Moore and Khagram, 2004). Opportunities for career growth are indeed very wide and diverse.

3.1 Differences between Private and Public Sector

Since this paper is dedicated to the research of private and also public enterprises, it is necessary to point out the main differences between them.

The main difference between private and public enterprises is first of all the purpose of their existence. In the private sector, the main objective is making profits for their owners and shareholders and they are not state-owned. Profit is the basic reason why people enter into business activities and make investments in companies. In the free market economies, private enterprises bring the majority of job opportunities.

Important role, the public sector has, is a satisfaction of such needs, which cannot be satisfied by market forces, or the market is not interested in satisfying these needs. These needs are in particular those needs where the total costs of satisfying an individual are unreasonably high, but the benefits for the society are paradoxically much higher than necessary costs to meet the need (Ondrusek and Mika, 2011). Public companies must take into account the fairness and equity of service - their service needs to be equally available to all citizens. An example is the provision of transport, health care and other public services in less profitable regions and not only where it is economically profitable. Private enterprises may actually choose where they work and to whom their services are rendered, depending on what is most convenient for them (Simms, 2007).

The main focus in the execution of public administration is, therefore, citizens and meeting their needs. It should be transparent for citizens, so that they have the opportunity to adequately participate in its decision-making and control (Urad vlady SR, 2015). Public sector enterprises are dealing with areas such as transportation, communication industry (e.g. Post), culture, education, safety, and security. These include ministries, central state administration bodies – e.g. Statistical Office, National Security Office, Office of Geodesy, Cartography and Cadastre, Public Procurement Office, governments, and municipalities (slovensko.sk, 2015).

Looking at managers of public and private companies, one can see at the first sight a great similarity - managers are responsible for a group of assets entrusted to them and their goal is to make the best use of them, to develop them and to seek ways how to deliver products and services at the lowest possible cost. With a deeper insight into the economic and political conditions in which these executives work, some differences can be observed.

- 1) Sources of income - perhaps the most significant difference is the way how public and private companies obtain finances needed for their operations. In the private sector, some companies get funding from capital markets and, in particular, income from sales of products and services to customers. In the public sector, a major source of income are not investors and customers buying their products. A very small proportion of the income comes from those to whom the service or products are provided. Sources of income depend on the decision of the Government, which represents the citizens and taxpayers. In the interest of the public, services and products can be provided to particular groups at discounted prices.
- 2) Openness - management of private and public enterprises is surrounded by the so-called authorizing environment that is different in the public and in private sector. The authorizing environment is a group of people in different positions, which shall authorize

and empower managers to act and they decide and provide the managers with finances. People of this environment require the managers to account for their performance and may decide whether managers will have their further support in how the finances shall be allocated. Authorizing environment in the public sector composes of representatives elected by the citizens. In the private sector, this task is performed by board of directors and shareholders (Moore and Khagram, 2004). A citizen who comes to a public institution, has, therefore, different, higher expectations about how the service should be provided to him and how he should be treated in this institution compared to a client who visits a shopping mall. Here comes another - openness. While private enterprise can make decisions based on the approval of the board, public companies must take into account the public who has the right to check and participate in the activities of public institutions. Decisions and activities should be accessible to the public and be transparent, and the public has a right to respond. Citizens, unlike shareholders who in case of dissatisfaction have the opportunity to sell their shares, cannot do so. Therefore, they tend to be more interested and control the activities of public institutions. For public companies, the incomes from citizens are in most cases the only source of income, what is the difference compared with private companies which receive funds from the capital markets and from customers. Public institutions are under much higher pressure for having transparent activities and activities in the interest of the public (Simms, 2007).

- 3) The measurement of performance is a third difference. Managers from the private sector can measure performance through financial results quite easily. In the public administration, however, managers do not have important information like for example revenue from the sale of goods and services, they usually have only information about the costs. Therefore, they have to look for other ways to find out if their businesses create value. Often the only way is measuring the specific results and activities.

3.2 Definition of Enterprises According to Their Size

When defining the enterprises, they can be divided not only to public and private, but one can also look at them in terms of their size. According to the definition of enterprises and according to their size issued by the European Commission, there are three basic criteria. They are: number of employees, annual turnover or total assets. Out of these three criteria, there is an obligation to apply the number of employees and use either the amount of the annual turnover or total assets.

For the purposes of this paper, small and micro enterprises from private sector were selected and compared against large private enterprises. The category of medium sized enterprises was not analyzed, but instead of them the public institutions were selected, as they meet the size of medium sized enterprises by the number of their employees in most of the cases. Table 3 brings an overview of the definition of enterprises according to their size:

Table 3. Definition of Enterprises According to Their Size

Size category	Employees	Turnover	/	Total Assets
Large	> 250	> 50 mio Eur		> 43 mio Eur
Medium sized	< 250	≤ 50 mio Eur		≤ 43 mio Eur
Small	< 50	≤ 10 mio Eur		≤ 10 mio Eur
Microenterprises	< 10	≤ 2 mio Eur		≤ 2 mio Eur

Source: European Commission, 2015

4 Important Factors For Satisfaction Of The Workforce Today

Factors that contribute to employee satisfaction are, for example, the possibility of promotion, salary, regular bonuses, leadership, job, benefits, co-workers, communication etc. (Spector, 1997). What is not known is the importance which employees give to these factors and also how their preferences change over time.

To determine which factors are currently considered as the most important for satisfaction by the employees, results of survey conducted by the Society for Human Resource Management (SHRM) were used. Society for Human Resource Management is a US membership association of human resource management, the largest in its field. This association was founded in 1948 and has more than 275 thousand members in more than 160 countries. They support human resources management as a profession and facilitate training, certification, and networking to its members. Since 2002, they perform an annual survey of Employee Job Satisfaction and Engagement. In these surveys, SHRM Association examines which factors are important for employee satisfaction in the workplace and by this they provide information about employee preferences and highlight key areas that organizations should take into account.

600 employees participated in a survey which was conducted in November 2014 and 43 aspects of job satisfaction were assessed there. According to the survey, the employee satisfaction was highest in 2014, which is the highest level of satisfaction since the survey was done – since 2002. The increase of satisfaction in recent years is mainly due to the recovery and stabilization of the economy after the crisis period. It is easier for organizations to afford additional human resources and they have bigger flexibility in hiring and employee development. Also employees are gaining greater confidence and seek for new career opportunities that are more in line with their needs and preferences.

The first 5 factors that employees in the survey identified as the most important to their job satisfaction were: respectful treatment of all employees at all levels, trust between employees and senior management, benefits, compensation / salary and job security.

- 1) Respectful treatment of all employees at all levels was very important to 72% of employees, which made this factor to be the most important in achieving employee satisfaction. It is advisable that respect throughout the organization becomes a part of corporate culture.
- 2) Trust between employees and senior management was marked by 64% of employees as important to their satisfaction, making this factor second in the ranking. Organizations where the trust between employees and management is missing, often create a negative

environment. If management does not support their employees, they may start to be suspicious, which is reflected in less productive workforce. Employees may feel the need to retain information and apply different tactics in order to secure a more advantageous position for themselves. Both of these factors highlight a strengthening relationship between employees and management and it got to the top after a period of crisis and uncertainty.

- 3) Benefits got to the third place and were considered as important by 63% employees. With the exception of the year 2012, benefits were always among the first 5 factors since the surveys have been performed. The again increasing importance of benefits can be linked with the fact, that employees are more and more concerned about the cost of their health and good state of their finances. In addition, the state of the economy is improving and employees are again looking around for career opportunities in other enterprises. Organizations must, therefore, strive to create a strategy of how to keep their best employees, by for example offering complex benefit packages, which might help to motivate their people.
- 4) Compensation / pay was judged to be important by 61% of employees. Compared to previous year, this factor has declined in its importance. These days, benefits are more important. This is a useful message for the companies to create complex incentive program, which includes salary and also benefits and does not rely solely on the strength of salary.
- 5) Job security was assessed as an important factor by 59% of the employees, which is a result comparable with the previous year. Although this factor is still placed among the first five factors, the importance of other factors gradually overtook the importance of job security - again a result of stabilization of economic conditions.

The sixth to tenth place were taken by factors like the relationship with the direct upline manager, opportunities to use the skills and abilities at work, respect the opinions of employees by upline management, financial stability of the organization, recognition of employee performance, communication between senior management and employees, feeling safe in the work environment and communication of corporate objectives and strategies. Some of these factors are placed at the same level together with other factors because of having the same percentage of the result. Therefore, the list is not only about five, but eight factors that were placed in sixth to tenth place.

- 1) Relationship with immediate supervisor and opportunities to use your skills and abilities in your work

In the past 3 years, relationship with immediate supervisor was placed among the top 5 factors. Whereas in the last year, the first two places were given respectful treatment of employees at all levels and trust between employees and senior management, the relationship with the immediate superior fell to the sixth place, which was important to 58% of employees. The fact that this factor has kept its position among the most important factors points out that organizations should strive to promote good relations and trust. This will reinforce commitment of employees to the organization and their loyalty even at the bad times - it will reduce voluntary turnover and associated costs with it.

Utilization of skills and abilities in their work reached the same rating as the relationship with the immediate superior, 58%. Since 2007, this factor occupies a place in the top 5 factors and in 2014 dropped to sixth place.

- 1) Immediate supervisor's respect for my ideas - employees who work on everyday challenges associated with their work bring the most effective ideas. Considered as an important factor by 56% employees.
- 2) Eighth place was taken by 3 factors which reached the same result 55% – organization's financial stability, management's recognition of employee job performance and communication between employees and senior management.

Financial stability of the organization occupies an important place in the rankings, but its importance can be later, as the market situation improves, overcome by other factors. The less shall be the organization's financial stability important for the employees, the more opportunities for employment they shall have in other companies.

Management's recognition of employee job performance increased its importance compared to the previous year and according to the survey results, it is an important priority factor for human resource management. It is beneficial for the companies, if the management's recognition of job performance is linked to reward programs and variable salary components. It shall support the best employees to stay at the company also in the long term.

Communication between employees and senior management gradually gains its importance together with increase of flexibility and globalization. It is important for the companies to decide, what type of communication suits the best to their environment and employees.

- 1) Feeling safe in the work environment was assessed to be important by 53% of respondents and importance of this factor is increasing. According to the survey results, it is more important to women than men (can be related with sexual harassment).
- 2) Management's communication of organization's goals and strategies has an important impact on the corporate culture. Even if the goals do not change, it is important to repeat them because it supports unity and morale of employees. The two-way communication is preferable because it helps employees to feel like a part of the business. One-way communication from management to employees evokes a feeling of giving the orders and employees can feel isolated.

The above ranking represents top ten positions in the survey of factors leading to employee satisfaction. Since some of the factors obtained equal evaluation, in some cases more factors were placed at the same positions. Therefore, the top ten positions were defended together by thirteen factors.

The first twenty most important factors for employee satisfaction were currently according to the survey the work itself, overall corporate culture, career advancement opportunities within the organization, autonomy and independence, the meaningfulness of

job, relationships with co-workers, teamwork within the department, organization's commitment to professional development, teamwork between departments/business units, specific job trainings, communication between different departments/business units, career development opportunities and contribution of work to organization's business goals (Lee et al., 2015).

5 Additional Questions To Minnesota Satisfaction Survey

From the top twenty factors that were identified in the survey on employee satisfaction performed by Society for Human Resource Management (SHRM), a big part of them is covered by Minnesota Satisfaction Questionnaire. However, some of the factors identified as important, Minnesota questionnaire does not cover. These are, for example, respectful treatment of all employees at all levels, benefits, teamwork between departments/business units, communication between departments/business units, communication between senior management and employees, management's communication of organization's goals and strategies, and organization's financial stability. In order to have the majority of the important factors covered, the authors have decided to add three more questions to the Minnesota satisfaction questionnaire. These questions focus on communication, relationships and trust between management and employees. A positive answer to these questions proves not only good relationships and good communication, but also relates to respect and effective objectives and strategies communication. In the atmosphere of trust and open communication, the employee has an opportunity to discuss and provide feedback. Good and open communication with managers is essential for cooperation with other teams and departments, because with regular opportunities for discussion and feedback issues and problems can be solved more effectively. An employee may, thanks to good communication, submit their feedback also on other areas, such as benefits, compensation and various other factors that are important to his satisfaction.

Additional three questions are these:

- Do you have trust in your manager?
- Do you have an open communication with your manager?
- Do you have a regular communication with your manager?

6 Survey Results

Table 4 below provides an exact wording of questions which were used in the survey and also indicates which questions explore intrinsic or extrinsic factors. For every question, there is given weighted average, which represents the average employee satisfaction for the specific question per type of enterprise. The result of overall employee satisfaction per type of enterprise is assessed by evaluating weighted averages for every question and brings the result where the employees are the happiest.

In addition to the evaluation of satisfaction for every surveyed question, the work brings evaluation which type of enterprise is more successful in the intrinsic or extrinsic motivation of their workforce.

Table 4. Results of Minnesota Satisfaction Survey per Type of Enterprise

	Large enterprises	Small enterprises	Public administration	Intrinsic/extrinsic factor
1. Being able to keep busy at all times	3.7	3.6	3.5	I
2. The chance to work alone on the job	4	4.2	3.7	I
3. The chance to work on different things from time to time	3.9	4	3.7	I
4. The chance to be "somebody" in the community	3.6	3.6	3.2	I
5. The way my boss handles his/her workers	3.6	3.6	3.4	E
6. The competence of my supervisor in making decisions	3.5	3.8	3.3	E
7. Being able to do things that don't go against my conscience	3.7	3.7	3.2	I
8. The way my job provides steady employment	3.7	4.1	3.9	I
9. The chance to do things for other people	3.7	3.9	3.3	I
10. The chance to tell people what to do	3.6	3.9	3.6	I
11. The chance to do something that makes use of my abilities	3.7	4.0	3.5	I
12. The way company policies are put into praxis	2.9	3.6	2.5	E
13. My pay and the amount of work I do	3.0	3.5	2.9	E
14. The chances of advancement on this job	3.3	3.6	2.7	E
15. The freedom to use my own judgement	3.6	3.9	3.4	I
16. The chance to try my own methods of doing the job	3.6	3.9	3.3	I
17. The working conditions	3.7	4.1	3.8	
18. The way my co-workers get along with each other	4.1	3.7	3.4	
19. The praise I get for doing a good job	3.3	3.4	3	E
20. The feeling of accomplishment I get from the job	3.4	3.8	3.5	I
Total employee satisfaction per type of enterprise	3.6	3.8	3.3	

Source: Authors' own processing

According to the survey results, the order of enterprise types, where the employee satisfaction is the highest, is as follows:

1. Small enterprises
2. Large enterprises
3. Public administration.

The lowest total employee satisfaction was reached by the public administration where the average satisfaction for all surveyed questions reached a result of 3.3. Public administration reached the weakest results in 16 questions.

Large enterprises reached second place in the total employee satisfaction with a result of 3.6.

The first place of total employee satisfaction was reached by the small enterprises with a result of 3.8. They had the best results in totally 14 questions of the questionnaire.

7 Common Strengths And Weaknesses Of All Three Types Of Enterprises

The below attached Graph 1 highlights the best results of employee satisfaction in particular questions in green color and the weakest employee satisfaction in the red color.

According to the results in Table 4, the best employee satisfaction is reached by all enterprises in questions:

- # 2 The chance to work alone on the job (average satisfaction 4)
- # 3 The chance to work on different things from time to time (average satisfaction 3.9)
- # 8 The way my job provides steady employment (average satisfaction 3.9)
- # 17 The working conditions (average satisfaction 3.9).

These four areas represent **the strongest four common areas** for all three types of surveyed enterprises and are highlighted in the Graph 1 by yellow circles.

However, there are some differences within the identified strongest common areas. When having a detailed look at the results of Question 2 *The chance to work alone on the job* per type of enterprise, the best result was achieved by small companies (4.2) and weakest result by public administration (3.7). For public administration, there is, therefore, still room for further improvement in this area. Results per type of enterprise are more balanced in Question 3 *The chance to work on different things from time to time*, but again the public administration with result of 3.7 stays behind small businesses with a result equal to 4. In question number 8 *Working providing assurance* the weakest result (3.7) was achieved by large enterprises, whilst the difference from the best results of small enterprises (4.1) equals 0.4. In the fourth strongest area 17. *The working conditions*, the weakest result was again reached by large enterprises with a value of 3.7 and 0.4 with the same difference from the best result achieved by small businesses.

These four areas represent **the weakest four common areas** for all three types of surveyed enterprises and are highlighted in the Graph 1 by black circles.

- # 12 The way company policies are put into praxis (average satisfaction 3.1)
- # 13 My pay and the amount of work I do (average satisfaction 3.1)
- # 14 The chances of advancement on this job (average satisfaction 3.2)
- # 19 The praise I get for doing a good job (average satisfaction 3.2).

According to the results, the public administration has a space for improvement – when compared to the results of small enterprises which reached the best results. According to the authors, the reason for the weakest results for public administration is directive way of people management and not flexible structures, which are still present at these companies today. Another common phenomenon in public administration is the impact of political events

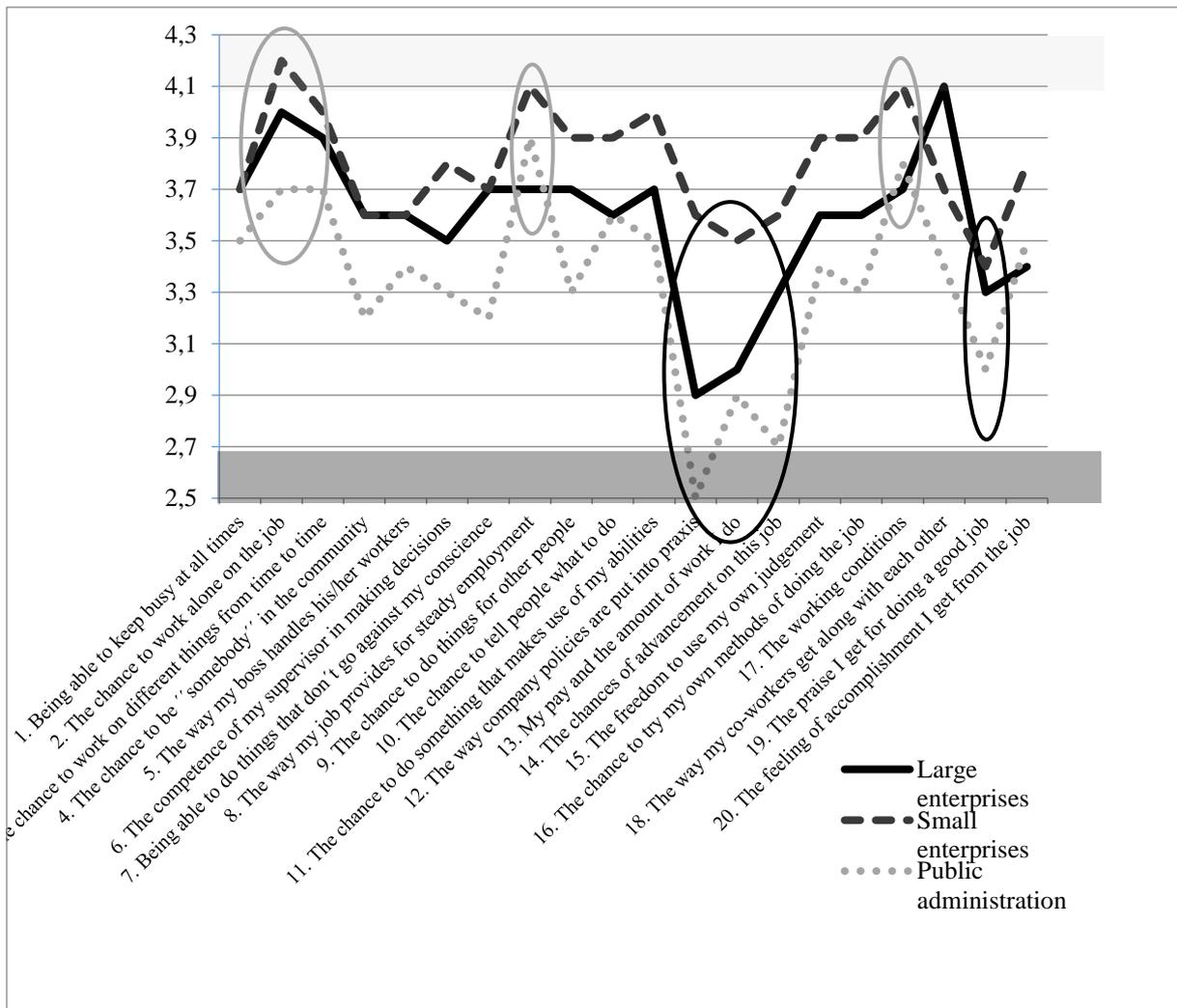
(elections, the ruling party/coalition) that has an impact on everyday functions of these institutions. Employees therefore may feel disappointed in how the corporate policies and rules are applied in practice – strong influence of interests of certain individuals and parties. The same problem is also prospects of advancement and progress, since very often positions are not staffed according to professional abilities of the individuals. Dissatisfaction with remuneration and praise for the work is attributed to inflexible structures that do not provide remuneration based on performance, missing regular goal settings of employee development and their assessment, lack of soft skills of the managers and directive leadership.

It is important that companies work on improvement of identified weak areas. According to the SHRM survey, compensation/pay was assessed among first 5 important factors. Its importance has decreased in recent years, but still remains significant. The SHRM survey also confirmed importance of corporate policy and rules in practice – among the top 10 factors, the employees identified the importance of communication of corporate strategy and objectives by the management and among the first 20 factors they also identified corporate culture. Being in line with the goals which were communicated by the management impacts the corporate culture and, therefore, it is important. Praise for the work done is among the top 10 factors of SHRM survey as well as the chances of advancement on the particular job (SHRM survey uses similar wording).

Intrinsic vs. extrinsic satisfaction

In addition to the results of overall employee satisfaction and results per each studied question, the survey brings also overview about intrinsic and extrinsic satisfaction.

Internal (intrinsic) motivators are those that give employees the satisfaction from performing activity as such. For example, there is an employee who likes to attend educations and courses in order to learn new things and expand his knowledge. Therefore, he likes to participate in training programs and takes new challenges at work. In contrast, in extrinsically motivated behavior, the employee expects a reward or wants to avoid negative consequences. His behavior is not based on positive attitude to his job and pleasure when performing the tasks. Extrinsic motivators come from external environment like, for example, promotion, financial reward or honors. Praise coming from upline manager is also an extrinsic motivator because it is awarded by another person.



Graph 1. Results of Minnesota Satisfaction Survey in a Graphical Form (Source: Authors' own processing)

Despite the opinion that satisfaction based on intrinsic motivation is the best, it is not possible to motivate only intrinsically. Under some circumstances, people just do not feel interested to perform some activity. In this situation, the external motivators are a useful tool. Internal and external motivators must, therefore, be properly balanced (Plotnik and Kouyoumdjian, 2011).

Table 4 above specifies which particular factors were examined as intrinsic or extrinsic in Minnesota Satisfaction Survey. Results of overall satisfaction for intrinsic and extrinsic factors are shown below in Table 5. It provides results per type of enterprise and overview, how these enterprises are successful in either internal or external employee satisfaction.

Intrinsically are the most satisfied employees in small companies – which means their satisfaction is based on their positive attitude and relationship towards their work. Small companies are followed by large enterprises. The least satisfied are employees in public administration. The same order was also achieved in extrinsic factors, where the first place was taken by small enterprises and the last by public administration.

Table 5 Results of Minnesota Satisfaction Survey According to Intrinsic and Extrinsic Factors

Overall employee satisfaction in intrinsic and extrinsic factors	Large enterprises	Small enterprises	Public administration
Intrinsic factors	3.7	3.9	3.5
Extrinsic factors	3.3	3.6	3.0

Source: Authors' own processing

In all three selected types of enterprises, there is the same trend – they are more successful in motivating and satisfying their employees with intrinsic factors. This is a very good result since intrinsic satisfaction has a bigger strength and lasts longer than satisfaction coming from an external environment.

8 Evaluation Of Additional Questions

The authors have applied three complementary questions in addition to Minnesota Satisfaction Questionnaire. These questions aim to explore the quality and nature of communication between employees and managers and their mutual trust.

Employees have answered the complementary questions by choosing one from three options - yes, no or partially. The precise wording of the questions is presented in Table 6.

Table 6 Results of Additional Questions

Large enterprises	Yes	No	Partially
Do you have trust in your manager?	67%	27%	6%
Do you have an open communication with your manager?	73%	18%	6%
Do you have a regular communication with your manager?	71%	26%	2%
Small enterprises			
Do you have trust in your manager?	82%	11%	7%
Do you have an open communication with your manager?	71%	25%	4%
Do you have a regular communication with your manager?	71%	25%	4%
Public administration			
Do you have trust in your manager?	70%	27%	3%
Do you have an open communication with your manager?	73%	23%	3%
Do you have a regular communication with your manager?	77%	23%	0%

Source: Authors' own processing

According to the results in the Table 6, the most trusted managers are in small enterprises, which are followed with significant gap by public administration and at the last place there are large companies.

Mostly, open communication is to be found in large companies and public administration since they achieved the same results. Lower level of open communication is in small companies.

According to the evaluation of these questions, it would be the strongest openness and frequency of communication in public administration. This is, however, in a slight contrast with the fact that trust of the staff to the managers in these institutions is not so high. Also, in the fifth question of Minnesota satisfaction questionnaire, which is aimed at how the boss handles his people, was the public administration evaluated as the weakest. It is, therefore, surprising that despite the weakest social skills of managers, the public administration has achieved better results than private sector.

9 Summary

The result is that all three selected types of companies are more successful in satisfying the intrinsic (internal) factors, where the most successful are small businesses, second are large companies and public administration is the last. This is a good result because it means that satisfaction comes from the relationship to the work as such. The order for satisfying by external factors is the same – the most successful are small companies, followed by large corporations and the last place was taken by public administration.

The questionnaire also provides an evaluation of overall satisfaction. Highest satisfaction is felt by employees of small businesses, followed by the employees of large corporations, and the least satisfied are employees of public administration. All three types of businesses generally follow a very similar trend in all surveyed questions – all three types of enterprises achieve worse results in the same set of questions whilst in different group of questions all enterprises achieve generally stronger results. Based on this, the authors have determined the common strong and weak areas which are the same for all three types of companies.

The common greatest strengths include: allowing an independent work, suitable enrichment of tasks so that activities are variable and diverse, security that gives the employer to his employees and working conditions. Even in the identified four common strengths, there are differences in the results between the types of companies within the same questions (usually small businesses achieve by far the highest results), therefore, there is a space to improve their strengths in the other two types of enterprises.

The biggest common weaknesses in all three types of enterprises are: the way how company policies are put into praxis, pay for the performed work, insufficient opportunities for further advancement, and the way how praise is given for employee performance. For all three types of enterprises, these are areas where they should try for their improvement.

Picture 3 shows the results of Minnesota Satisfaction survey for all three types of companies. The best results are highlighted in a green frame and worst in a red frame. Results of enterprises that fall into these frames constitute the overall best and worst results of the survey.

Small enterprises reached the area of the very best results in 3 questions – being able to work independently, the way how employer provides steady employment, and working conditions. Large companies achieved an excellent result in the relationships among the workers.

The area with the lowest possible outcomes was reached by public administration in the two questions, particularly, the way how company policies are put into praxis and opportunities for advancement on the job.

In addition to the evaluation of Minnesota satisfaction questionnaire, there were also evaluated three additional questions that were part of the employee survey. According to these questions, the highest trust towards their managers have the employees of small enterprises. The openness of communication is as good in large enterprises as in public administration, whilst small businesses are behind in this area. Communication is most regular in public administration, whilst the worst and even result was achieved by small and large companies.

Results from three additional questions that indicate openness and frequency of communication to be very good in public administration, is in contrast to very low trust towards the management. Also, social skills of managers in public administration are very low according to the Minnesota survey.

Investigating the reasons that caused the lowest rating of overall satisfaction of employees in public administration, weak social skills of managers, low trust of employees to management as well as high rates of regular and open communication may be subject to further examination, as well as focus on the weakest overall results of the questionnaire achieved by public administration, the four common weakest areas for all three types of enterprises, and looking for the ways of improvement. Removing the most problematic areas causing dissatisfaction of employees will ultimately have a positive contribution to the overall (and financial) business outcome.

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