

# IMPACT OF ORGANIZATIONAL ENVIRONMENT ON JOB SATISFACTION AND JOB PERFORMANCE

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*ABSTRACT : IN THE PERPETUAL CHANGES OF THE LABOR MARKET, EMPLOYERS ARE TRYING TO FIND THE BEST SOLUTIONS TO ACHIEVE MAXIMUM PROFIT BY ALLOCATING MINIMUM BUDGETS. ON THE OTHER HAND, IN DEVELOPED COUNTRIES THE FOCUS IS ON EMPLOYEE RIGHTS, HEALTH POLICIES ARE PROMOTED, AND PERFORMANCE RECEIVES A LEGAL FRAMEWORK WITHIN WHICH TO BE DEFINED, OBTAINED AND EVALUATED.*

*WE TALK ABOUT JOB PERFORMANCE BECAUSE THIS IS THE KEY FACTOR IN ANY MARKET ECONOMY, THE DESIRE OF ANY GAINFUL OCCUPATION, AND THE PURPOSE WHICH IT PURSUES EVERY SOCIETY NATURALLY ORIENTED TOWARDS PROFIT. THIS IS DEMONSTRATED BY THE CURRENT LEGAL REGULATIONS IN THE FIELD OF LABOR LAW, BY INCLUDING IN THE INDIVIDUAL EMPLOYMENT CONTRACT OF AN ARTICLE ABOUT PERFORMANCE.*

*THIS DEPENDENT VARIABLE IS INFLUENCED BY A VARIETY OF ECONOMIC, SOCIAL, POLITICAL, ORGANIZATIONAL AND PERSONAL FACTORS.*

*EVEN IF SATISFACTION WITH WORK IS A SUBJECTIVE MEASUREMENT, IN THE HUMAN RESOURCES DOMAIN FUNCTIONS A CLEAR CAUSAL CHAIN: A SATISFIED EMPLOYEE WITH HIS WORK IS A MOTIVATED EMPLOYEE AND MOTIVATION POSITIVELY CORRELATES WITH PERFORMANCE. IT BECOMES THEREFORE OBVIOUS OUR SCIENTIFIC INTEREST TOWARDS CLARIFYING THOSE ORGANIZATIONAL ASPECTS THAT CONTRIBUTE TO WORKERS' JOB SATISFACTION AND PERFORMANCE.*

*KEY WORDS : JOB PERFORMANCE, JOB SATISFACTION, ORGANIZATIONAL ENVIRONMENT, WORKING CONDITIONS .*

## 1. INTRODUCTION

### **The central place of work in nowadays society**

No matter if we are talking about engineering, agriculture, health or services, working hours occupy a significant part of the waking time of most adults and in most cases it also provides the basic means of economic sustenance. We must say that work has many other benefits, by contributing to a sense of social identity and usefulness –through relationships with colleagues, boss, clients, patients, etc. – and within society as a whole.

Given this important role that work has for most of us, many researchers studied different aspects of the organizational environment and the way they affect the level of how well work meets the professional, private and social needs of individual workers.

This is due to the fact that in the perpetual changes of the labor market, employers are trying to find the best solutions to achieve maximum profit by allocating minimum budgets. On the other hand, in developed countries the focus is on employee rights, health policies are promoted, and performance receives a legal framework within which to be defined, obtained and evaluated.

## **2. ORGANIZATIONAL ENVIRONMENT**

Article 136 of the Treaty of Rome promotes employment and improving working and living conditions as the primary objectives of the European Union and its member States.

The European Foundation for the Improvement of living and working conditions considers that “as the European Union continues to expand its borders, the differing norms in terms of both working and living conditions across the continent become increasingly apparent. For Europe’s policymakers, such differences present serious challenges as they seek to increase productivity, boost employment and improve quality of work”. (The Fourth European Working Conditions Survey, p.6)

This foundation manages several surveys concerning working conditions, aimed to “identifying priorities and measuring results; monitoring trends and changes over the years; and highlighting the possible contribution of the survey to policymaking. Over the 15 years in which it has run, the survey has provided a complex and multifaceted portrait of work and working conditions in an enlarged Europe.” (The Fourth European Working Conditions Survey, p.6)

### **2.1. Working conditions across Europe**

The Fourth European Working Conditions Survey was carried simultaneously in 31 European countries, trying to reflect workers’ opinion about different issues, such as work organization, working time, equal opportunities, training, health, well-being and job satisfaction. At the time the survey was carried out , 235 million people were employed in the 31 countries studied , 50% of them being concentrated in 5 countries : Germany, United Kingdom, France, Italy, Spain. Other differences between participating countries refer to rates of unemployment , percentage of part-time workers, different participation on rates of women in the workforce or levels of use of temporary contracts.

The results of the survey highlight the trend towards declining employment in agriculture and manufacturing and the trend of a corresponding increase in employment in services, especially in real estate, health and social work. The statistics also shows that more than 66% of the workforce is employed in the services industry.

Most employees in Europe work in small companies : 10% in one-person companies , 28% in micro-enterprises (with up to 9 workers), 28 in small enterprises (10-49 people), 19% in medium-sized companies (50-249 persons) and 15% in large enterprises (over 250 employees). 25% of all European employees work in the public sector.

The survey also shows that a higher proportion of men than women are self-employed , 63% compared to 37%. When talking about part-time jobs , things change between sexes : 29% of women work part-time compared to 7% of men, from the total of 17% of part-time jobs in Europe. United Kingdom an Scandinavian countries lead the

ranking, while the prevalence of partial working decreases in Eastern countries, being often associated with temporary work.

12% of European employees have a fixed-term contract, most of them working in the hotels and restaurants sector, followed by education and agriculture.

The Survey also provides us a profile of the European worker : “The typical European Worker is 40 years old and completed full-time education at the age of 18. On average, 59% of men finished their education before or at the age of 18, compared to 54% of women . ” (Fourth European Working Conditions Survey, p.8).

Half of households have 2 wage-earner, while a third have only one wage-earner. 6% of men and women hold second jobs.

## **2.2. Motivation, performance and job satisfaction**

Prestigious Romanian psychologist Mielu Zlate deemed motivation should not be regarded as an end in itself, but should be considered as contributing to achieving high performance. Performance appears in this context as a higher level of fulfillment of a purpose. (Zlate, 2000).

The relationship between motivation and performance is not just a theoretical debate, as it is very important the practical contribution of this connection, given the amount of motivation and its propulsive force, viewed from the perspective of various forms of human activity.

The level of performing in an activity can be influenced both positively and negatively by motivation and satisfaction. In addition, motivation and satisfaction become both cause and effect of the other one. In general, the former is seen as the cause of the latter, but the satisfaction of obtaining a particular outcome in turn determines the appearance of the motivation to continue. Status of satisfaction or dissatisfaction is an indicator of how efficient or inefficient our motivation was achieved.

Theorists have made some demarcation between motivation and satisfaction, Gellerman (1968) noting a distinction between the two, in that first causes a noticeable change in behavior, while satisfaction is governed by bias. However, we can not but remark, supported by specialists’ opinion (Zlate, 1981), that both are linked with the motivational personality system as a whole, with the overall satisfaction status of a particular individual.

When it comes to job satisfaction factors, two factors job satisfaction theory must be mentioned theory . this belongs to Herzber, Maussner and Syderman (1959), and refers to factors that cause satisfaction and those who produce dissatisfaction.

Thus, achievement, recognition, responsibility, advancement, job content itself are factors that produce satisfaction and causes attitudinal persistent changes. Factors that cause dissatisfaction and drive to short attitudinal changes are considered contextual or hygienic. In their category fall unit policy, technical skills, remuneration and some of the working conditions.

Others think that "human desire to be continuously associated in work with his colleagues is a powerful feature, if not the most powerful of human nature" (Mayo, 1945, as cited. Evil, 2011, p.65).

Reported satisfaction with working conditions is a situational, subjective, sometimes vaguely aware state, which is influenced by a variety of factors related to the person or organizational environment conditions, economic or other social considerations.

Psychosocial factors have a great contribution in the resentment or a sense of satisfaction at work. Thus, interpersonal relationships, the prestige of a particular occupation or employment, the sense of valuing and appreciation of the work already have a certain position in motivationally supporting labor and generating a sense of satisfaction with it.

In human resources several categories of motivational stimuli, such as the economic, professional or psychosocial ones, are often analyzed.

Financial stimuli cause an economic motivation, as they can cater most organic category of needs of the individual and also partly meet the spiritual-cultural ones. Impact of economic motivation is variable, depending on the cause which determined it, the share value considered as a motivational whole.

As mentioned previously, work is largely driven by psychosocial motivation, by relating the individual to a group he/she feels a part of, through establishing new social contacts and relationships, the need for belonging to a group or the security aspects being in this way satisfied. We must here briefly highlight a few elements of the group, since at this level individual motivations are smoothed, the goals of the group having a stimulating effect upon the component members.

Members interactions give rise to affective-sociometric structures, patterns of communication, structures of power and leadership are built, helping to meet the needs of social status or esteem and appreciation. These structures, which may be rigid or malleable, stable or less sustainable, determine, in different ways, depending on the individual, positive or negative changes in organizational behavior.

An important, and perhaps less analyzed role, have the factors related to the characteristics of the category of work and organizational environment. Karl Marx said that "the work is an activity directed towards a goal, aiming to fabricate values, is the close to the natural element for human needs, the general condition of the exchange of commodities between man and nature" (K. Marx, as cited. Raul 2011, p.66).

Besides the fact that most adults spend most of their active time working, labor has important facets of economic, social or psychological, and although some people consider it the source of many problems when they do not exceed certain thresholds, occupation, be it physical or intellectual, brings many benefits to the individual, contributing to feelings of accomplishment and self-valorization.

### **2.3. Organizational environment characteristics correlated with job satisfaction and professional performance**

Professional activity has several aspects that correlated with psychosocial particularities of individuals generates to a greater or lesser extent, depending on the above factors, the appearance of a motivated behavior of individuals in organizational context and helps meeting personal needs of different categories. The aim of work is achieved by corroborating personal effort and labor content, seen as a sequence of actions to be taken in order to achieve the objectives. We distinguish here between the actual, the perceived and assigned content of a certain professional activity, noting that the three elements can occupy various positions and various relationships between them are established.

Modern theories defining the working positions grouped into the current oriented to "quality of work" highlight the importance of work significance for the individual as a condition to obtain performance and satisfaction.

As concrete factors of organizational environment that influence these two variables, investigated in the Study on working conditions in Europe, at which important changes occurred over time, we can mention the working time, health issues, especially psychological problems among employees and the nature of work through concrete ways of achievement certain professional activities.

The time devoted to work influences the professional aspects, but goes beyond, by affecting personal life. Hours dedicated to service, good organization and planning job activities contribute to the accomplishing a good quality work. In the countries studied, the highest number of hours worked per week was noted in Eastern and Central Europe, while the northern and western parts of the continent are characterized by the lowest number of hours devoted to work.

For those who spend more than 48 hours per week in job activities the study noted higher prevalence of physical and mental health problems, social or family poor relationship, facts that would have been expected. What is surprising is that people who reported spending the greatest number of hours at work more often than others accuse insufficient time to solve the tasks, and exhibit low flexibility in addressing problems. Although the majority of respondents believe the extra hours as a negative aspect of the service, there is a category of subjects for which overtime contributes to job satisfaction owing in some cases financial reasons and for those very dedicated to work, achieving ones profession itself brings pleasure.

The study noted an increasing trend in the frequency of atypical employment programs, manifested again more intense in the Scandinavian countries.

With the decreasing rates of physical risks that may entail working conditions, by improving health and safety at work, it is notable the growing proportion of psychiatric problems that employees report. These, though often evolve silently to a point, start than to seriously affect labor relations, organizational climate, professional results and thus the economy through poor benefits, absenteeism or turn-over. In this context the focus is on health promotion activities in the workplace, especially in the field of mental illness.

Technological progress has brought a number of changes to the manner in which professional activities are now performed, The Fourth Study on working conditions in Europe showing that only half of Europeans still work only in company premises , working outside, from home or at collaborators’ premises being more frequent.

The study analyzes the impact of these changes on job satisfaction and harmonization of family and professional life, noting that field work brings an extra dose of stress on individual safety and employees who are not required to spend all working hours to a working desk believe that they succeed a better balance between family and profession.

## **CONCLUSION**

In the context of demographic change, the organizational environment adapts, and the differences are recorded at the state, city, employers and individual levels. Personal factors have an important contribution to integrate and internalize these changes, for an optimal functioning of the person both in the professional context, and beyond these limits, because as job is affecting personal life, the latter also has influence on the performance of the work.

8 hours working program is no longer a rule, many European employees having the opportunity to stay connected to professional issues 24 hours on 24, 7 days a week, and even on holidays.

It is noted more often the request for the employees to be adaptable, able to work frequently under pressure of deadlines, extra hours when required, and they must be available to travel and have multiple skills.

This is where legislative policies of the states governing employment relationships manifest a growing concern for employee rights, and the human resource policies of companies are trying to attract the most qualified employees and keep them in top through continuous professional training.

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