
Workplace Satisfaction Management: Theory and Practice

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Aleksander Ostenda¹, Tetyana Nestorenko², Oleksandr Nestorenko³,
Dominika Kalita⁴, Joanna Kubicka⁵, Przemysław Ruta⁶ *

Abstract:

Purpose: This article examines employee satisfaction management and its impact on organizational effectiveness, presenting both theoretical foundations and practical tools and strategies. It analyzes the role of leaders in creating an environment conducive to engagement and work-life balance and also presents best practices and challenges related to satisfaction management, illustrated by a case study.

Design/Methodology/Approach: The article adopts a theoretical-practical approach to analyzing employee satisfaction management. It includes a review of motivational theories, such as Herzberg's Two-Factor Theory and Vroom's Expectancy Theory, as well as satisfaction measurement tools (surveys, interviews, focus groups). Practical management strategies, such as flexible working hours and investment in professional development, are also presented, alongside an analysis of the role of leaders. The article includes a case study that illustrates best practices and challenges associated with managing satisfaction.

Findings: The analysis demonstrated that effective management of employee satisfaction is crucial for organizational effectiveness. Motivational theories provide insights into factors affecting satisfaction, such as hygiene needs and work-life balance. Practices like flexible working hours and investments in professional development contribute to increased satisfaction. Leaders, through their engagement and transparent communication, significantly impact employee satisfaction. The case study shows that best practices, such as motivational programs, contribute to reduced absenteeism and turnover, increased productivity, and improved organizational profitability and image. Key findings emphasize

¹Professor AS, Faculty of Social Sciences and Humanities, Academy of Silesia, Poland, ORCID:0000-0002-3467-157X, e-mail: aleksander.ostenda@wst.pl;

²Professor AS, Faculty of Social Sciences and Humanities, Academy of Silesia, Poland, ORCID: 0000-0001-8294-6235, e-mail: tetyana.nestorenko@wst.pl;

³Associate Prof., Faculty of Social Sciences and Humanities, Academy of Silesia, Poland, ORCID: 0000-0002-0852-9473, e-mail: oleksandr.nestorenko@wst.pl;

⁴MSc, Faculty of Social Sciences and Humanities, Academy of Silesia, Poland, ORCID: 0009-0002-8590-4473, e-mail: dominika.kalita@akademiaslaska.pl;

⁵PhD, Coventry University Wrocław, Poland, ORCID: 0000-0002-1795-771X, e-mail: Ad7618@coventry.ac.uk;

⁶Institute of Management and Quality Sciences, Humanitas University, Poland, ORCID: 0000-0002-6852-480X, e-mail: przemyslaw.ruta@humanitas.edu.pl;

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the need for continuous reflection and the implementation of effective satisfaction management strategies.

Practical Implications: *Managing employee satisfaction is essential for organizational success, and organizations should prioritize strategies that support satisfaction. The application of motivational theories can support the fulfillment of key employee needs and increase their engagement. Effective satisfaction measurement tools enable ongoing monitoring and quick response to issues. Investments in work-life balance, such as flexible working hours, can significantly improve satisfaction. Leaders should inspire, use transparent communication, and engage employees in decision-making processes. Effective satisfaction management reduces absenteeism and turnover, increases productivity, and organizations that implement these strategies achieve long-term operational and reputational benefits.*

Originality/Value: *The article combines theoretical foundations with practical strategies for managing employee satisfaction, integrating motivational theories with practical tools. It offers practical guidelines and examples from real work environments, emphasizing the role of leaders in improving organizational outcomes. It makes a valuable contribution to the literature by providing useful tools and insights for both theorists and practitioners.*

Keywords: *Employee satisfaction, satisfaction management, organizational effectiveness, work-life balance, motivation.*

JEL codes: *M12, J28, M54.*

Paper Type: *Analytical article.*

1. Introduction

The article "Managing satisfaction in the workplace: Theory and practice" is a thorough analysis of managing employee satisfaction, emphasizing its fundamental importance for the functioning of an organization.

This topic is particularly important because employee satisfaction affects key organizational aspects, such as efficiency, motivation, commitment and loyalty of staff. The article presents in detail the basic assumptions of this field and presents important issues that managers should consider in their daily practice.

The authors' intention is not only to introduce the reader to the issue of managing satisfaction in the workplace, but also to provide comprehensive analytical tools that can provide a solid basis for conducting further research and discussions on this topic. By presenting various theoretical and practical perspectives, readers gain a more complete picture of the impact of employee satisfaction on the long-term success of an organization (Ptaszyńska, 2024).

An important element of the study is also examples and case studies that illustrate the challenges related to managing satisfaction in various organizational contexts. Thanks to this, the article combines theory with practice, providing leaders with valuable tips and inspiration for creating more satisfying workplaces.

A comprehensive review of available tools and strategies allows managers to manage employee satisfaction more effectively, which in the long term contributes to building harmonious, effective teams. The conclusions from the analysis can be an impulse for further improvement of organizational processes, leading to achieving operational excellence.

The article "Managing satisfaction in the workplace: Theory and practice" is therefore a valuable source of knowledge and practical tips for creating work environments that support both employee development and the achievement of the organization's strategic goals.

2. Theoretical Foundations of Satisfaction in the Workplace

Employee satisfaction is a fundamental element that affects both their well-being and job satisfaction. There are many theories in the literature that allow for a thorough understanding of this phenomenon and its complex determinants. A classic example is Frederik Herzberg's two-factor theory, which distinguishes hygiene (external) and motivational (internal) factors as the main sources of employee satisfaction and dissatisfaction.

Another important concept is Victor Vroom's expectancy theory, which focuses on the role of expectations and goals in shaping work motivation. In turn, the three-dimensional satisfaction model indicates the need to take into account three separate aspects: the content of the job itself, remuneration, and work-life balance.

By analyzing these theories, one can obtain a multi-faceted understanding of the factors influencing employee satisfaction, such as working conditions, remuneration structure, and work-life balance. An important element is also the practical application of these concepts in management, which allows managers to create environments that support employee motivation and well-being (Riyanto, Endri, and Herlisha, 2021; Norena-Chavez and Thalassinou, 2022a; 2022b; 2023).

Integrating theory with practice allows organizations to adapt their strategies to the specific needs of employees, which in turn translates into increased satisfaction and, therefore, greater team effectiveness. Another key aspect is ensuring open communication between employees and management, which builds trust and promotes solving problems at an early stage (Wirawan, Jufri, and Saman, 2020).

Investing in the professional development of employees through training programs and opportunities to improve their qualifications is equally important. Such

initiatives not only increase motivation, but also contribute to greater job satisfaction. Offering flexible forms of work, such as the possibility of remote work or flexible hours, additionally supports work-life balance, which is becoming an increasingly desirable element of the modern labor market (Waltz, Muñoz, Weber and Johnson, 2020).

The importance of recognition and rewarding for achievements cannot be forgotten either. Systematic appreciation of employees strengthens their commitment and loyalty to the organization, which translates into the long-term success of the company (Goestjahjanti and Novitasari, 2020).

In summary, understanding the theoretical foundations of satisfaction in the workplace, combined with practical actions based on these theories, is crucial for building effective, committed teams and achieving a sustainable competitive advantage by the organization.

3. Employee Satisfaction Measurement Tools

Employee satisfaction measurement tools are a diverse set of research methods that are used to collect data on employee satisfaction and identify areas for improvement. Among the most popular methods are traditional surveys, which allow for a quantitative assessment of satisfaction based on standardized questions.

Although widely used, these surveys may not take into account all the nuances related to employee experiences, which is why they are often supplemented with in-depth interviews. These interviews allow for obtaining more detailed information about the individual needs and expectations of employees (Wódz, 1982).

Another effective tool is focus groups, which provide a platform for the exchange of opinions among different groups of employees. These group discussions allow for gaining insight into diverse perspectives and support the identification of common problems and areas for improvement. Performance measures, in turn, allow organizations to more accurately assess the effectiveness of implemented actions to improve employee satisfaction (Więckowska-Rusek, Danel, and Deja, 2022).

Selecting the right research tool is crucial for obtaining reliable results. The appropriate selection of employee satisfaction measurement methods should take into account the specificity of the organization and the diversity of employees, which will allow for obtaining accurate and useful data. The selected techniques should also take into account the diverse preferences and needs of employees, enabling a comprehensive analysis of the situation in the organization (Szumielewicz-Nowomiejska, 2023).

An important aspect of the measurement process is the regularity of conducting research, which allows for monitoring changes in the level of satisfaction over time

and assessing the effectiveness of the actions taken. Analysis of measurement results should lead to making informed decisions regarding strategies for increasing employee satisfaction (Rogala, 2022).

Transparent communication with the team and taking into account their opinions are key elements in building trust and commitment. The implementation of actions based on the results of satisfaction measurements should be transparent and visible to all employees, which helps build loyalty to the organization (Jastrzębowska, 2020).

Understanding the dynamics of employee satisfaction, which depends on many factors, such as interpersonal relations, development opportunities or benefits from work, requires systematic research and taking into account changing working conditions. The right approach to measuring employee satisfaction can lead to increased engagement and development of both individuals and the entire organization (Borkowska, 2023).

4. Effective Employee Satisfaction Management Practices

Effective employee satisfaction management includes a comprehensive set of practices that focus on regular communication, flexibility, and providing professional and personal support. Regular team meetings play a key role, allowing leaders to get feedback from employees on their satisfaction and identify potential areas for improvement. Introducing flexible work schedules, the possibility of remote work, and offering additional benefits contribute to increased employee engagement and satisfaction (Alsafadi and Altafat, 2021).

Another important aspect of effective management is investing in the professional development of employees. Organizing trainings, workshops, conferences, and mentoring programs gives employees the opportunity to improve their skills, which has a positive impact on their motivation and engagement. In addition, promoting work-life balance by introducing flexible leave, regeneration breaks, and wellness programs is crucial for building satisfaction in the workplace (Chanana and Sangeeta, 2021).

Providing employees with opportunities for advancement and career development and creating an atmosphere of openness and trust are the foundations that foster their satisfaction. It is also important to involve employees in the company's decision-making process and take their ideas and suggestions into account. Mutual understanding and trust are key to building a positive atmosphere and long-term professional relationships (Monroe, Loresto, and Horton-Deutsch, 2021).

An empathetic approach of management who cares about the well-being of their employees is an essential element of effective satisfaction management. Even short conversations in which leaders listen to their subordinates and offer support can

significantly affect their well-being. Supporting a healthy lifestyle by organizing fitness classes or providing healthy food at work are additional activities that can contribute to improving employee satisfaction (Riyanto, Endri, and Herlisha, 2021).

Employee motivation is also extremely important, which can be maintained by rewarding their achievements - both financially and intangibly, e.g., in the form of promotions, bonuses, additional days off or simple thanks for a job well done. It is important for employees to feel appreciated and recognized for their efforts.

Effective satisfaction management also requires clear and regular communication with employees, both in terms of expressing appreciation for their work and informing them about the organization's goals and strategies. Regular meetings devoted to discussing progress, challenges and expectations help employees better understand their tasks and the role they play in the broader context of the company's functioning (Chanana and Sangeeta, 2021).

Avoiding unnecessary bureaucracy and complicated procedures is also key to maintaining a positive work atmosphere, because simplified communication structures support the fluidity of information exchange and strengthen the sense of security of employees. Taking care of psychological comfort and creating a space in which employees can freely share their ideas and observations contributes to increased engagement and motivation (Monroe, Loresto, and Horton-Deutsch, 2021).

Effective employee satisfaction management is not only about using specific practices, but also shaping an organizational culture based on mutual respect, understanding and trust. This process requires continuous monitoring and flexible adaptation to changing needs in order to support the development of a harmonious and productive work environment, which translates into the success of the entire organization (Riyanto, Endri, and Herlisha, 2021).

5. The Role of Leaders in Building Satisfaction in the Workplace

The role of leaders in shaping job satisfaction plays a decisive role in creating a favorable atmosphere and increasing team effectiveness. Leaders should not only inspire their employees, but also be role models, involving them in decision-making processes and taking into account their needs and suggestions. A key element of their work is promoting open communication, building mutual trust, and providing support and opportunities for professional development, which helps to increase the motivation and performance of the team (Purwanto, 2020).

A fundamental task of leaders is also to shape a work environment conducive to cooperation, which promotes integration, support, and cooperation between employees. Creating an inclusive organizational culture, strengthening the sense of belonging, and enabling employees to actively influence organizational decisions

contributes to increased autonomy and trust in the team. The personal development of leaders, both in terms of interpersonal and professional skills, is also important, because it translates into the effectiveness of team management and improved employee satisfaction (Moro, Ramos, and Rita, 2021).

Leaders should also take care of their mental and physical health to meet the demands of their role and act as role models. Maintaining a work-life balance and taking care of a healthy lifestyle and regeneration supports their ability to operate effectively and create satisfaction among employees. In this way, leaders play a key role in ensuring harmony, success and long-term development of the organization (Semenets-Orlova *et al.*, 2020).

In addition, leaders should actively support the development of their subordinates through regular meetings that help understand their needs and expectations. This allows them to adjust management strategies to the individual requirements of team members, which leads to increased efficiency and increased job satisfaction. Offering development and training programs is an important motivational element that promotes employee engagement (Dziuba, Ingaldi, and Zhuravskaya, 2020).

In summary, leaders play a key role in building a positive work environment that supports cooperation, creativity and innovation. Through continuous development of their own skills and support for colleagues, they can effectively contribute to achieving a high level of satisfaction in the workplace, which translates into the success of the entire organization (Borkowska, 2023).

6. The Impact of Employee Satisfaction on Organizational Results

Employee satisfaction has a significant impact on organizational results, in particular operational efficiency and financial profitability. Numerous studies indicate a clear link between employee satisfaction and reduced absenteeism, lower staff turnover, and increased productivity. Employees satisfied with their working conditions and benefits show higher commitment and motivation, which directly translates into better quality of tasks performed.

Thanks to this, organizations can significantly reduce the costs associated with recruitment, training, and employee turnover. In addition, the positive impact of staff satisfaction also extends to the perception of the organization by customers and business partners, which additionally strengthens the company's image (Rivaldo, 2021).

Satisfied employees act as brand ambassadors, which has a positive impact on customer relationships and increases their loyalty. As a result, employee loyalty often translates into increased customer loyalty, which in turn supports the improvement of the organization's financial results. Therefore, it is crucial to understand how employee satisfaction can affect the success of the organization.

Managing a team in a way that promotes staff satisfaction brings tangible benefits. To achieve this, employers should invest in developing leadership skills, build trusting relationships, offer competitive salaries and benefits, and provide opportunities for professional development (Paais and Pattiruhu, 2020).

Adjusting working conditions to the individual needs of employees, including offering flexible work schedules or the possibility of remote work, can significantly increase their satisfaction and engagement. Creating an atmosphere conducive to cooperation and support in the team also plays a significant role in increasing employee satisfaction. In addition, engaging employees in decision-making processes and allowing them to participate in key organizational decisions gives them a sense of control over their workplace, which additionally motivates greater engagement (Haryono and Sulisty, 2020).

One of the key elements of employee satisfaction is providing opportunities for development and advancement. Employees feel more satisfied when they have the opportunity to develop their skills, gain new qualifications, and advance in the organizational structure.

Therefore, investing in training and development programs is an important element of the strategy of organizations that strive for lasting success. Taking care of employee satisfaction, supporting their development and offering promotion prospects are crucial for the long-term development of the organization in a competitive business environment.

7. Case Study: Best Practices in Managing Satisfaction

The case study presents several best practices in managing satisfaction in the workplace, which can have a huge impact on the effectiveness and results of the organization. Examples of actions were decided to illustrate using the example of four pillars (PERK) that can define satisfaction in the workplace.

What is PERK?

Dacher Keltner and Emiliana Simon-Thomas of the Greater Good Science Centre have identified four pillars that support happiness at work. The four pillars make up PERK, an acronym for: Purpose, Engagement, Resilience, and Kindness. PERK can be applied not just to employees but to organisations too.

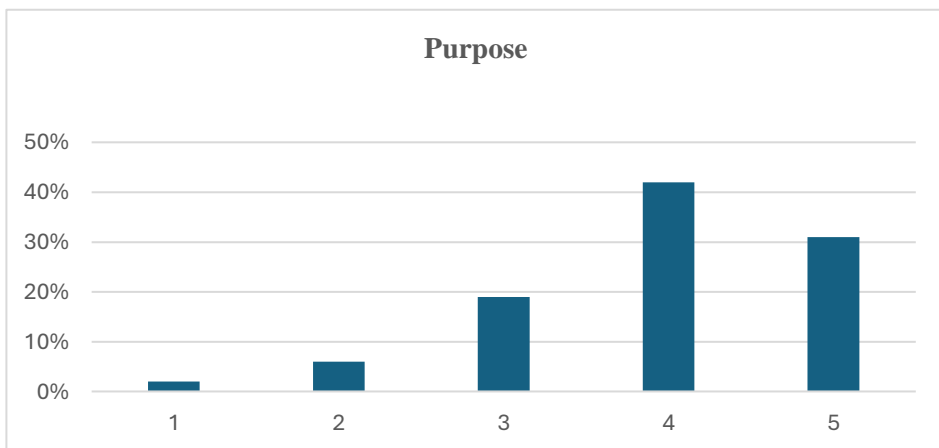
Purpose

Having a sense of purpose has long been recognised as a driver of career satisfaction and happiness. When our work aligns with our values and gives us a sense of purpose, we feel energised and more motivated. You hear people who love their jobs talk about having a passion or a calling for the work they do – that's purpose. Organisations can attract talent with a shared purpose through the telling of captivating back stories that connect with their business goals.

Even less glamorous jobs can become appealing when an organisation's purpose resonates with its employees. Through the effective communication of their values, vision or mission, organisations can tap into employees' own core values giving them a sense of purpose. Consider for example an organisation that manufactures protective equipment for the healthcare sector.

The company's mission might be to protect the health of frontline medical staff through the manufacture and supply of high quality personal protective equipment (PPE). Their corporate message might be one of saving lives by ensuring PPE is produced to a high standard so as to save lives. Even an employee working in the accounting department can feel a sense of purpose, knowing that they are contributing to overall mission of saving lives.

Figure 1. *The purpose*



Source: *Own study.*

Engagement

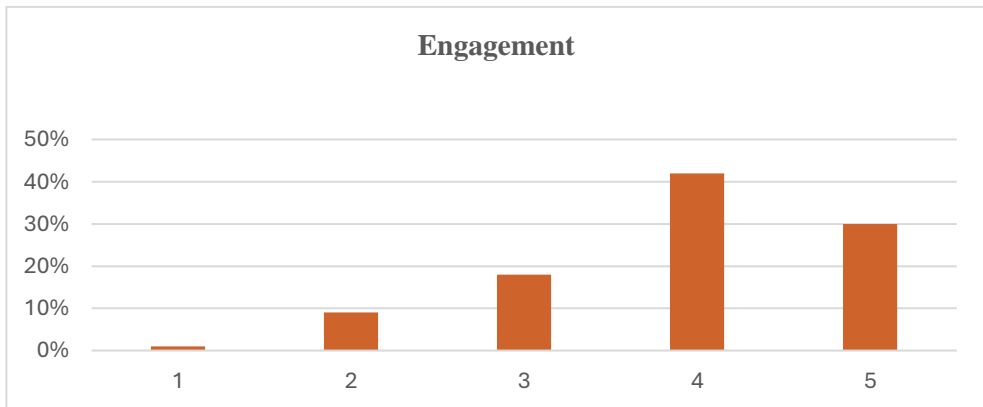
When we are engaged in our work, we have a genuine interest and connection with what we do. Engagement can be effortless for those with a strong interest in their work for example. But engagement can also be encouraged and developed when an employee's interest wanes or they no longer feel challenged or excited by their work.

One way to boost employee engagement is through job crafting whereby a role is crafted in such a way to play to an employee's skills, strengths, interests, and preferences. Finding flow at work can also play a role in employee engagement.

When we perform tasks that we enjoy, challenge us enough that we feel a sense of growth and use our talents to their fullest, we can enter what positive psychologist Mihaly Csikszentmihályi calls Flow. Flow is a state where we find ourselves so immersed and engaged in an activity, that self-consciousness melts away and our

attention becomes so intensely focused that we lose track of time. This kind of deep work is emerging to be more desirable to the previous mantras of multitasking in fast-paced, distracting work environments of recent decades. Performing deeper, higher quality work can be more rewarding for employees and can deliver greater, more sustainable results in the long term.

Figure 2. *The engagement*



Source: *Own study.*

Resilience

Resilience is our ability to bounce back from adversity. It is as essential to our happiness at work, as it is in other areas of our lives. When we see setbacks and failures as bumps in the road rather than catastrophic events, we can learn from them, emerging stronger and more resolute than ever to succeed. Levels of individual resilience vary but studies have found that those who flourish have a high level of resilience.

Those who can bounce back after negative events have developed resilience, equipping them with the ability to handle whatever life throws at them. Resilience doesn't mean being a superhero who never experiences sadness or regret. But in the face of a negative experience at work for example, you are able to dust yourself off, learn from the experience and move forward with confidence.

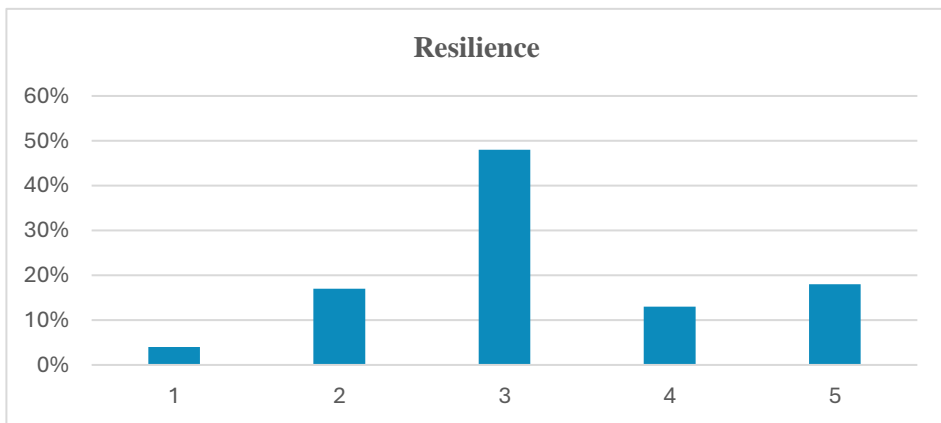
Organisations often experience setbacks from things like poor management decisions, economic downturns, natural disasters, as well as political or other changes that might impact on their success. A resilient organisation is able to quickly regroup and respond to change with vigour to take the organisation in a new, more lucrative direction.

Kindness

The final pillar of happiness at work in PERK, is kindness. We all know how much more pleasant and enjoyable work is in an environment of kindness. But how can we

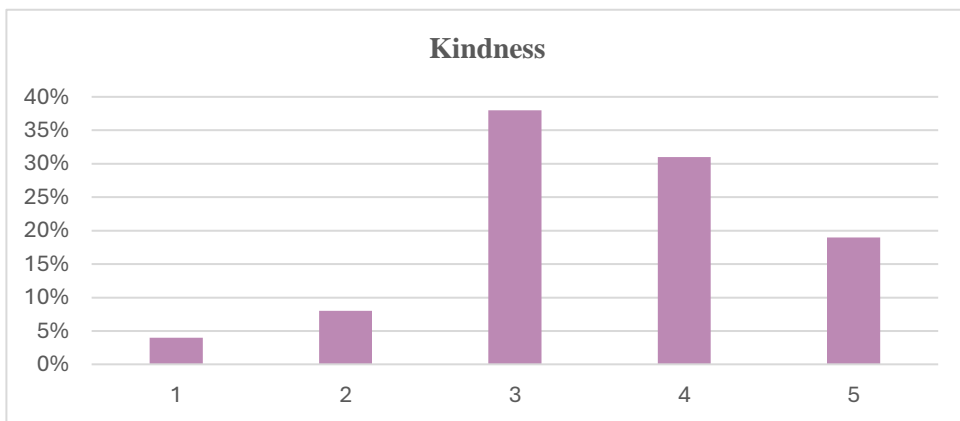
cultivate kindness at work? We can cultivate kindness at work in many ways including: Treating others with respect and dignity, Showing empathy and compassion, Non-violent communication, Sharing resources, Supporting and helping others, Practising gratitude, Being trustworthy and trusting others (The Greater Good Science Center, 2024).

Figure 3. *The resilience*



Source: *Own study.*

Figure 4. *The kindness*

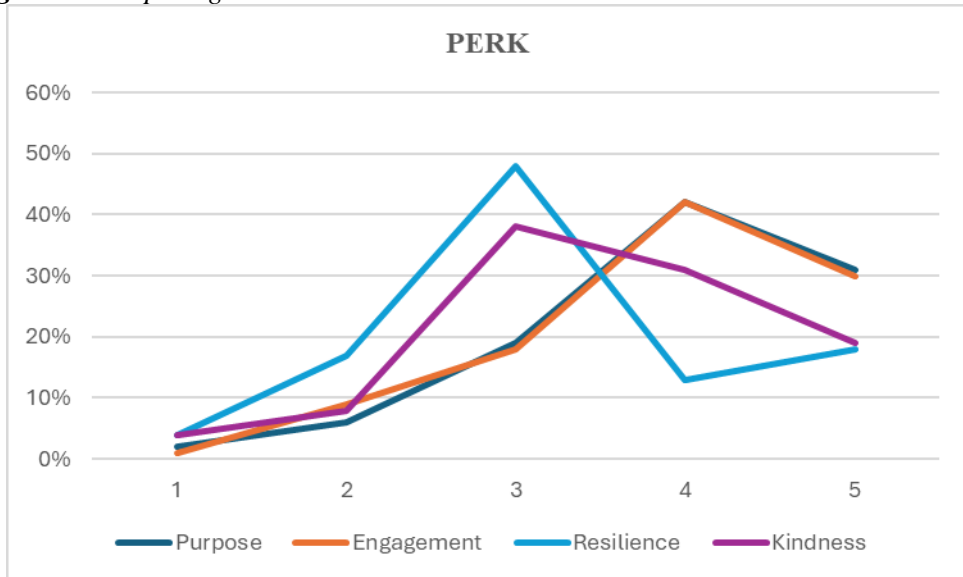


Source: *Own study*

Based on the surveys conducted, which covered 344 employees of various departments of a corporate company, the importance of individual PERK pillars was assessed on a scale from 1 to 5, where 1 meant low importance and 5 - the highest (above - Figures 1-4). The survey results show to what extent each of the four pillars has a direct impact on the level of satisfaction in the workplace.

Comparing the survey results on one chart (Figure 5) allows for a better understanding of which aspects are most important for employees and how organizations can develop them to increase the satisfaction and commitment of their staff.

Figure 5. Comparing the results



Source: Own study.

8. Conclusion and Summary

Managing satisfaction in the workplace is a key element of building effective and sustainable organizations, which is discussed in detail in this article. The presented analysis of the theoretical foundations of employee satisfaction shows that this complex phenomenon has a significant impact on both the daily functioning of teams and the long-term results of enterprises. Satisfaction measurement tools are an invaluable help in understanding the mood prevailing in the organization, allowing leaders to precisely respond to the needs of the team.

Effective satisfaction management practices, such as building strong relationships between employees and leaders, creating a culture of appreciation and promoting work-life balance, allow for increased engagement and team resilience to challenges. The role of leaders in this process is undeniable - they, as direct intermediaries between employees and organizational goals, have the greatest impact on creating an environment conducive to satisfaction.

The importance of employee satisfaction as a factor influencing organizational results was also emphasized, which is confirmed by numerous empirical studies.

This impact includes both increased productivity and reduced turnover, as well as improving the employer's image on the market.

Of particular note is the case study presenting best practices for managing employee satisfaction based on the PERK model (Purpose, Engagement, Resilience, Kindness). This four-pillar model is an excellent example of a comprehensive approach to managing satisfaction, taking into account not only the needs of individual employees, but also the strategic goals of the entire organization. Basing the satisfaction management strategy on these pillars leads to the creation of a work environment in which employees feel appreciated, engaged and resistant to stress, which in the long run brings tangible benefits to the organization.

To sum up, managing satisfaction in the workplace is not only an element of building a friendly atmosphere, but also a strategic aspect of the organization's operation, which can significantly contribute to its success. Using both theory and proven practices allows for the effective shaping of employee satisfaction, which in turn brings benefits to all stakeholders.

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