

EMPLOYEE JOB SATISFACTION WITHIN THE FRAMEWORK OF CONTEMPORARY MANAGEMENT

SATISFAÇÃO DO FUNCIONÁRIO NO TRABALHO NO ÂMBITO DA GESTÃO CONTEMPORÂNEA

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Abstract

Job satisfaction represents a multidimensional construct with a critical impact on employee performance, organizational stability, and the long-term sustainability of business processes. In the context of increasing demands on strategic human resource management and the effectiveness of implemented measures, the systematic diagnosis of job satisfaction is gaining importance as a key tool of evidence-based management. The present study is grounded in the theoretical framework of behavioral motivational approaches and Kirkpatrick's four-level model of training evaluation, which allows for the connection of perceived changes in the work environment with specific organizational interventions. Based on an analysis of current practices and identified needs in the field, a diagnostic tool has been designed in the form of a standardized form intended for managers, HR specialists, and internal evaluators. This tool is being tested within an organizational setting through a quantitative survey aimed at validating its sensitivity to changes in key dimensions of employee satisfaction. The aim of this paper is to provide a practically applicable and methodologically robust instrument that enables the systematic measurement of intervention effectiveness, supports data-driven decision-making, and contributes to the refinement of personnel policy in line with the principles of sustainable and integrated leadership.

Keywords: Employee Job Satisfaction. Engaging Leadership. Evidence-Based Management. Leadership Strategy. Organizational Intervention and Its Effectiveness.

Resumo

A satisfação no trabalho representa um constructo multidimensional com impacto crítico no desempenho dos funcionários, na estabilidade organizacional e na sustentabilidade a longo prazo dos processos de negócios. No contexto das crescentes demandas sobre a gestão estratégica de recursos humanos e a eficácia das medidas implementadas, o diagnóstico sistemático da satisfação no trabalho ganha importância como ferramenta-chave da gestão baseada em evidências.

O presente estudo fundamenta-se no arcabouço teórico das abordagens comportamentais motivacionais e no modelo de quatro níveis de avaliação de treinamento de Kirkpatrick, que permite a conexão entre as mudanças percebidas no ambiente de trabalho e intervenções organizacionais específicas. Com base em uma análise das práticas atuais e das necessidades identificadas na área, foi desenvolvida uma ferramenta de diagnóstico na forma de um formulário padronizado destinado a gestores, especialistas em RH e avaliadores internos. Essa ferramenta está sendo testada em um contexto organizacional por meio de uma pesquisa quantitativa com o objetivo de validar sua sensibilidade às mudanças nas principais dimensões da satisfação dos funcionários.

O objetivo deste artigo é fornecer um instrumento prático e metodologicamente robusto que permita a mensuração sistemática da eficácia das intervenções, apoie a tomada de decisões baseada em dados e contribua para o aprimoramento da política de pessoal em consonância com os princípios da liderança sustentável e integrada.

Palavras-chave: Satisfação no trabalho. Liderança inspiradora. Gestão baseada em evidências. Estratégia de liderança. Intervenção organizacional e sua eficácia.

1 INTRODUCTION

Job satisfaction is one of the most important indicators of effective human resource management and has long played a key role in organizational success across sectors and geographic regions (Schaufeli, 2021). The relationship between employee satisfaction, motivation, and loyalty has been repeatedly confirmed by empirical research

(Judge *et al.*, 2001; Schaufeli & Bakker, 2004), and it is gaining increasing relevance in environments marked by high uncertainty, rapid change, and growing demands for adaptability.

In most companies, enterprises, and organizations—including those in the Czech Republic—employee job satisfaction is measured annually as a standard component of HR strategy (ČSÚ, 2023; CIPD, 2022). These surveys are designed not only to map current employee needs, but more importantly, to assess whether previously implemented measures are fulfilling their intended purpose and contributing to improvements in key indicators such as work climate, perceived fairness, and the meaningfulness of work.

Practical experience confirms that job satisfaction is not determined solely by specific benefits or material conditions, but is primarily influenced by leadership quality, perceived recognition, a sense of belonging, and the degree to which individuals feel integrated into the broader organizational structure (Kuvaas *et al.*, 2017; Guenther *et al.*, 2024). Therefore, leadership strategies must go beyond performance planning and control to include creating space for autonomy, developing employee capabilities, and leveraging synergies within and across teams and departments (Ulrich *et al.*, 2017; Deci & Ryan, 2000).

Contemporary human resource management emphasizes the importance of a synergistic integration of motivational, competence-related, and relational factors that collectively shape how employees perceive the meaning of their work, the fairness of organizational measures, and their trust in leadership (Bondarouk & Brewster, 2016). The ability to integrate diverse needs, personality traits, and professional expectations into a coherent HR strategy is increasingly seen as a key element of sustainable organizational development (Truss *et al.*, 2013).

Within this context, the aim of this paper is to examine whether the measures implemented in the organization in the preceding period to enhance employee job satisfaction have had a demonstrable positive effect. Using a newly developed questionnaire tool, the study investigates the degree of change in employee perceptions of key determinants of job satisfaction and evaluates the practical impact and effectiveness of the measures undertaken. The findings may serve as a basis for the targeted revision of current HR strategies and the reinforcement of areas with the highest developmental potential.

2 LEADERSHIP STRATEGY AND EMPLOYEE SATISFACTION

Modern leadership theories reflect a shift away from traditionally hierarchical and control-oriented approaches toward participative, transformational, and engaging styles that place greater emphasis on employees' psychological needs, autonomy, meaningfulness of work, and overall involvement (Deci & Ryan, 2000; Ulrich *et al.*, 2017;)

The concept of transformational leadership, formulated by Bass and Avolio, highlights the importance of inspiration, individualized consideration, and intellectual stimulation. Numerous studies have confirmed its positive impact on job satisfaction, organizational commitment, and performance (Avolio & Gardner, 2005; Brown & Trevino, 2006). In contrast, laissez-faire or autocratic leadership styles are commonly associated with lower satisfaction levels and higher employee turnover (Harter *et al.*, 2007).

In recent years, the concept of engaging leadership has emerged, expanding the transformational model by incorporating the dimensions of “empowering, strengthening, connecting, and inspiring” (Zuzák *et al.*, 2020). This leadership style is firmly rooted in Self-Determination Theory (Deci & Ryan, 2000) and emphasizes the fulfillment of three fundamental psychological needs: autonomy, competence, and relatedness. Empirical studies (e.g., Judge & Piccolo, 2004) confirm that engaging leadership fosters work engagement through both individual and team-level resources, thereby significantly enhancing team effectiveness and job satisfaction.

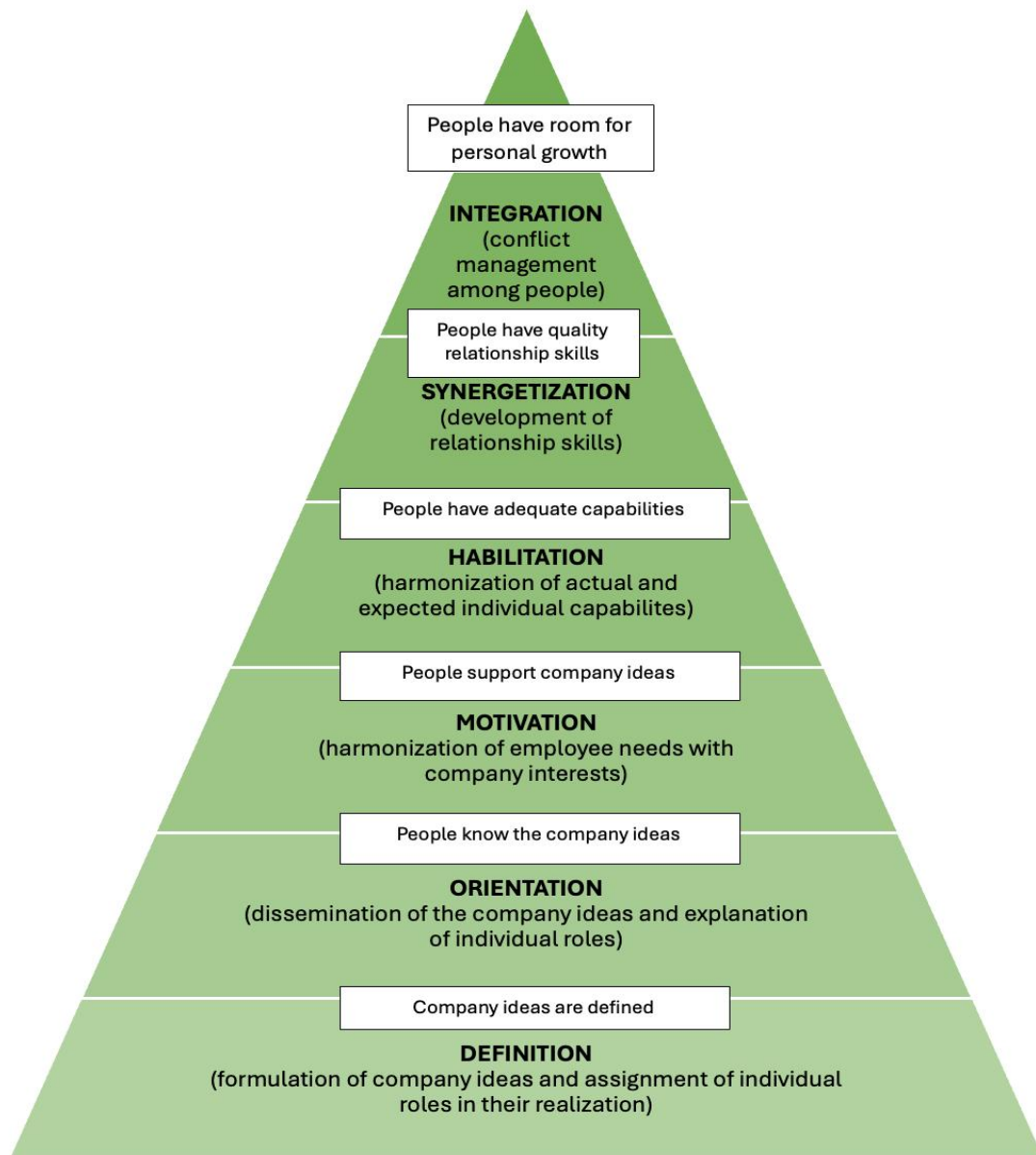
Additional approaches such as situational leadership (Hersey & Blanchard, 1988) and ethical or servant leadership models focus on a leader's ability to adapt to individual employee needs and emphasize moral and supportive aspects of leadership relationships. Research shows that the combination of values-based and development-oriented leadership has a long-term positive impact on the organizational climate and employees' relationship with the organization (Avolio & Gardner, 2005; Brown & Treviño, 2006).

These citations underscore that leadership strategy entails a systematic approach to managing, developing, and motivating employees in order to achieve organizational goals. A critical indicator of whether a leadership strategy is effectively implemented is the level of employee satisfaction. Figure I – Leadership Strategy outlines six levels of

systematic engagement with individuals and teams that must be respected in order to achieve maximum performance, loyalty, and employee satisfaction.

Figure 1

Six Levels of Leadership Strategy, Plamínek (2000)



The interpretation of the individual levels of the leadership strategy is addressed in the following subchapters. Additionally, this theory is discussed in relation to practical findings in Chapters 3 and 4.

2.1 Definition, orientation, and motivation as determinants of job satisfaction

Job satisfaction has long been recognized as one of the key predictors of job performance, organizational loyalty, and employee engagement (Locke, 1976; Judge *et al.*, 2001). Meta-analytical studies (Harter *et al.*, 2002; Kuvaas *et al.*, 2017, Sagituly & Guo, 2023) confirm that higher levels of job satisfaction are associated with lower turnover, higher productivity, and reduced absenteeism.

Employee satisfaction does not arise solely from material conditions or benefits, but primarily from perceived fairness, the meaningfulness of work, leadership quality, and interpersonal relationships (Truss *et al.*, 2013; CIPD, 2022). Another important factor is the opportunity for self-actualization and participation in decision-making processes (Bondarouk & Brewster, 2016).

Leadership and job satisfaction form an interrelated system in which the leadership style fundamentally shapes employee motivation, involvement, and the overall relationship with the organization. Current research supports a shift away from technocratic approaches toward people-centered leadership that integrates the development of employee potential with sustainable organizational performance (Mazzetti & Schaufelli, 2022). In this context, there is a growing need to evaluate the impact of managerial interventions not only based on outcomes, but also through the lens of perceived leadership quality and interpersonal dynamics.

Clearly and coherently defined organizational concepts—in the form of vision, goals, and strategies—constitute the essential first step toward long-term success and sustainability in any professional activity.

For employees to be well-oriented in their roles, three categories of information are crucial: context, task assignment, and performance evaluation, as illustrated in Figure II.

The context of the task (strategic orientation) enables employees to understand the purpose of the tasks they are performing. A prerequisite for strategic orientation is the existence of a coherent system of organizational ideas, and its essence lies in the explanation of all components of the company's strategic framework that directly relate to the employee's work. When strategic orientation is effective, it positively affects employees' relationships with the company, its goals and values, as well as with its leaders and managers (Plamínek, 2000).

Task assignment (operational orientation) should clarify what needs to be done, when, and how, as well as how and when it will be evaluated. Depending on the nature of the task and the individual employee, the manager may provide not only a description of what is to be done but also guidance on how to do it. Figure III illustrates different motivational types of employees—those who prefer either a “how”-oriented or “what”-oriented task assignment, who are either team- or individually oriented, and who favor either certainty or risk in task execution (Pechová, Volfová, Jírová, 2023).

Performance evaluation, along with the assessment of relationships and developmental progress, forms one of the three pillars of comprehensive employee evaluation. It is essential that the manager makes employee evaluation a regular process, including structured conversations that address all three of these dimensions. This process significantly contributes to employees’ overall satisfaction.

Figure 2

Strategic and Operational Orientation of Employees (Plamínek, 2000)

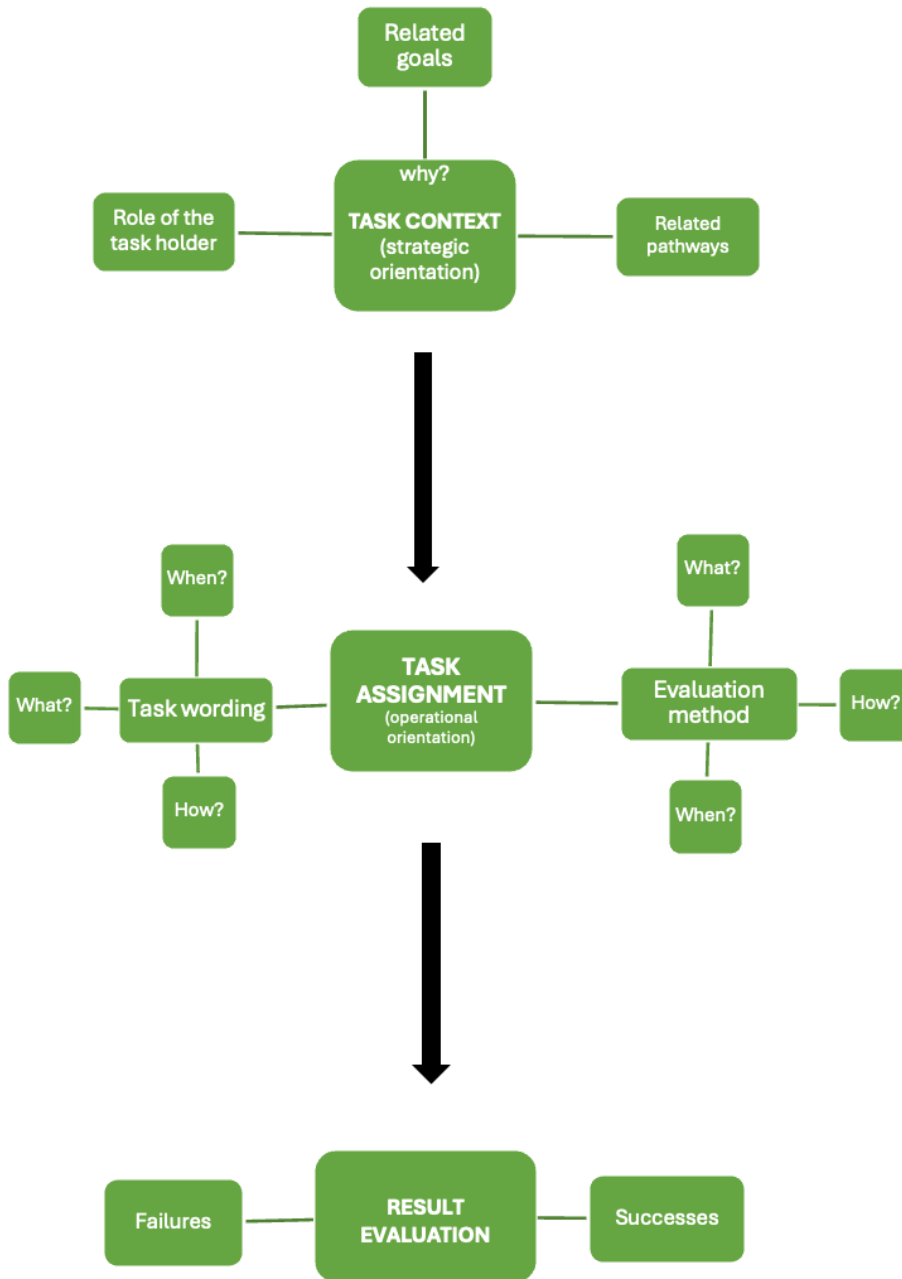
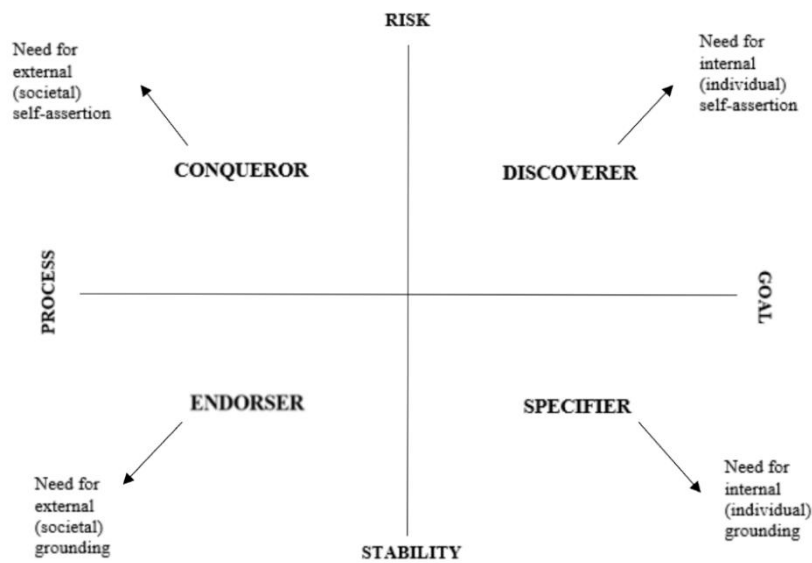


Figure 3

Motivational Types of Employees (Pechová, Volfová, Jírová, 2023)



Orientation, along with motivation, is closely related to individual attitudes and has a significant impact on the level of job satisfaction. Employees may experience dissatisfaction for three main reasons linked to orientation and motivation.

First, the company or organization may lack clearly defined organizational values and ideas (referred to as “company thoughts”) that employees can relate to. In such cases, it is essential to formulate these foundational concepts and return to the first level of the Leadership Strategy Pyramid presented in Figure I.

Second, the organization may indeed have defined values, but employees are either unaware of them or do not understand them. In this case, it is necessary to communicate the company’s ideas in a clear and comprehensible manner, ensuring that every employee understands their relevance to daily tasks and is able to apply them in practice. Addressing this issue corresponds to working within the second level of the Leadership Strategy Pyramid (see Figure I).

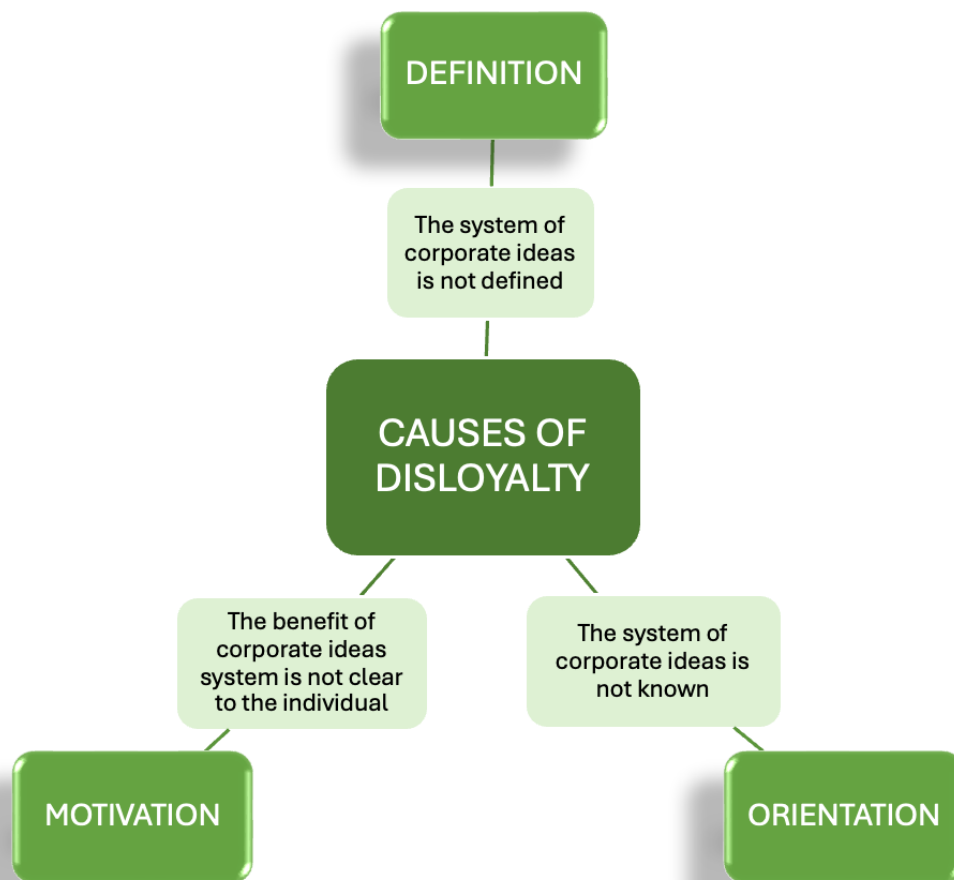
Third, dissatisfaction may stem from the fact that employees understand the company’s values but do not support them. Here, it is necessary to align the organization’s interests with employee needs and ensure that employees perceive the fulfillment of these values as aligned with their own interests. This reflects the core of the third level of the Leadership Strategy Pyramid—motivation, as depicted in Figure I. It is also

recommended to be aware of and respect the motivational types of employees, as presented in Figure III.

The above-mentioned considerations are illustrated in Figure IV: Demotivation and Disorientation as Causes of Job Dissatisfaction.

Figure 4

Demotivation and Disorientation as Causes of Job Dissatisfaction (Plamínek, 2000)



2.2 Habilitation, synergetization, and integration as determinants of job satisfaction

While the previous chapter focused on attitudes related to job satisfaction, Section 1.3 addresses human capabilities and their relationship to job satisfaction. When demands placed on an individual exceed their level of competence, the person tends to become

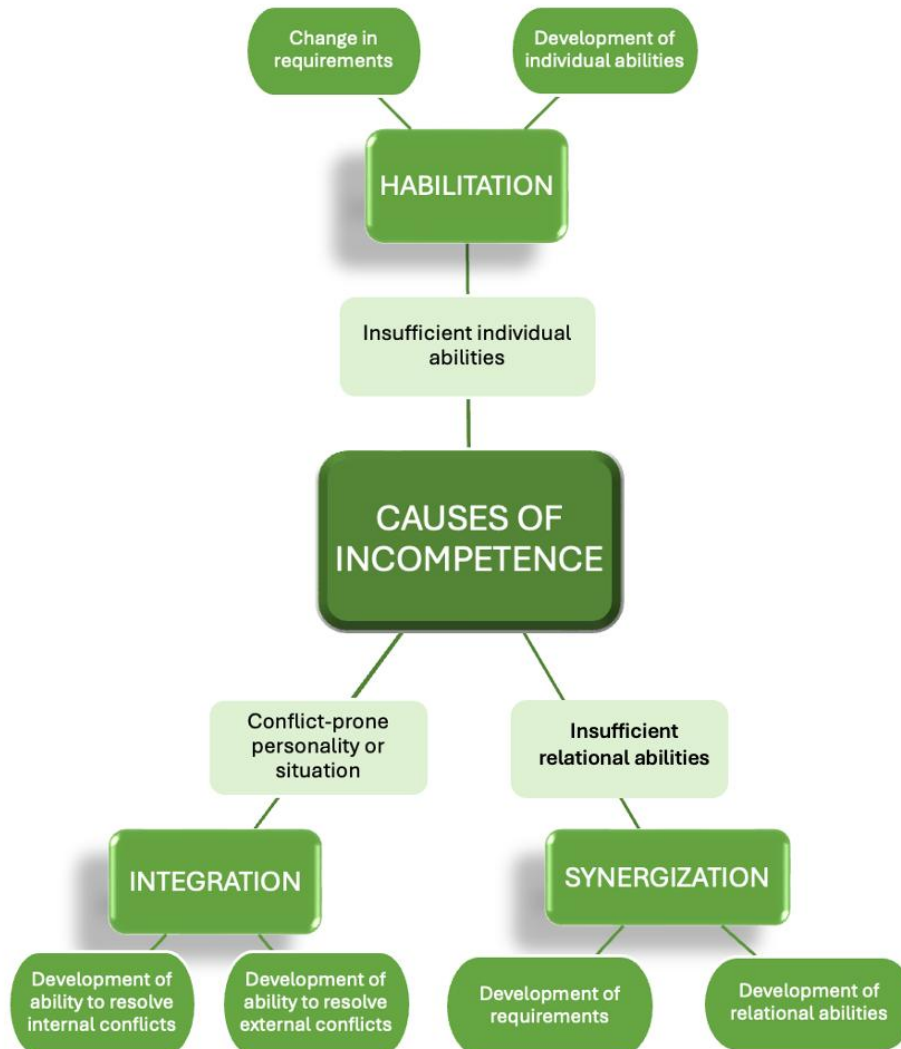
demotivated and often displays defensive or conflictual behavior aimed at masking their relative inability. As a result, employee satisfaction declines.

If employees are motivated but their skills lag behind the demands of their job, it is necessary to implement interventions aligned with the fourth level of the Leadership Strategy Pyramid—habilitation (Grund & Tilkes, 2023; Abawa & Obse, 2024).. Concrete measures in this area typically include professional training, courses, or mentoring.

If orientation, motivation, and individual capabilities are all at a sufficient level, yet cooperation remains ineffective, it is likely that quality interpersonal relationships are lacking. In such cases, employees may need to develop not only individual competencies but also interpersonal (relational) skills. Effective solutions may include high-quality team collaboration training, exemplary behavior from management, or changes in evaluation methods.

Once an organization has addressed all four foundational levels of the Leadership Strategy Pyramid, it must turn to the two upper levels shown in Figure I. Within the realms of integration and synergetization, it becomes essential to work with the employee's personality. In some cases, the individual may exhibit conflict-prone traits, presenting management with the difficult task of integrating this person into the system. However, it is also possible that the system itself does not offer sufficiently effective developmental opportunities—leading to the loss of both the employee and their potential contribution.

These insights are illustrated in Figure V: Incompetence as a Cause of Job Dissatisfaction.

Figure 5*Incompetence as a Cause of Job Dissatisfaction***3 RESEARCH METHODOLOGY**

Contemporary models recommend conceptualizing job satisfaction as a multidimensional construct, the diagnosis of which should reflect not only the outcomes of employee surveys but also their links to specific organizational interventions and feedback toward leadership (Kirkpatrick & Kirkpatrick, 2006). Effective measurement

tools should therefore be capable of capturing the dynamics of change in the work environment and contributing to the targeted development of HR strategies.

The primary analytical framework employed in this study is the six-level Leadership Strategy model illustrated in Figure I. Data were collected through a questionnaire survey conducted between November 5 and November 30, 2024, among employees of Škoda Auto University, and a focus group with managers and HR professionals from Škoda Auto a.s. This paper focuses on evaluating the effectiveness of human resource management interventions aimed at enhancing employee job satisfaction. The main outcome is the design and validation of a practically applicable assessment tool that enables organizations to evaluate the impact of specific managerial actions on key dimensions of job satisfaction. The study is based on the assumption that employee satisfaction influences not only performance, but also loyalty, motivation, and overall workplace climate (Locke, 1976; Judge *et al.*, 2001).

The design of the assessment tool builds on the insight that annual monitoring of job satisfaction levels—without connection to specific implemented measures—fails to provide sufficiently valid feedback (Harter *et al.*, 2002). A key limitation lies in the lack of direct linkage between survey results and subsequent HR decision-making, low employee participation in surveys, and the absence of clearly defined accountability for implementing follow-up measures.

The proposed assessment form is grounded in Kirkpatrick's four-level evaluation model (Kirkpatrick & Kirkpatrick, 2006), which accounts not only for employee reactions and attitudes, but also for practical application, behavioral change, and organizational impact. The objective is to offer a tool that reflects employees' real experiences with implemented interventions while simultaneously serving as a practical aid for managerial decision-making and future development planning.

The research adopts a qualitative design and utilizes a two-phase focus group method. The first phase consisted of facilitated discussions with two groups of participants (a total of 20 managers and HR professionals from Škoda Auto a.s.). The aim was to gather their opinions, experiences, and recommendations concerning working conditions, factors influencing satisfaction, and the structure of the proposed assessment tool. The meetings took place on June 12 and 13, 2025, at the premises of Škoda Auto University.

Preliminary evaluation was conducted based on five key criteria: content relevance, logical structure, time efficiency, reliability, and validity. The findings suggest that the tool has strong potential to serve as an effective instrument for long-term monitoring of the impact of managerial actions and for supporting continuous improvement in employee satisfaction.

The feedback gathered from the focus group was used to finalize the structure of the form and to prepare it for broader implementation within organizational practice. This approach contributes to bridging the gap between satisfaction measurement and change management, thereby reinforcing the strategic role of human resource management (Ulrich *et al.*, 2017).

4 EMPLOYEE SATISFACTION RATE AT ŠKODA AUTO UNIVERSITY

Chapter 3 presents the results of the employee job satisfaction assessment process conducted at Škoda Auto University. The findings are subsequently analyzed to verify all six levels of the Leadership Strategy model, as illustrated in Figure I.

The survey was conducted anonymously online between November 5 and November 30, 2024. A total of 66 employees responded (out of 107), resulting in a 62% participation rate (compared to 77% in 2023).

Employees at Škoda Auto University are surveyed annually using a questionnaire consisting of 80 items covering the following thematic areas:

- Internal communication and information flow;
- Employee work activities;
- Workplace cooperation;
- Equal opportunities;
- Inappropriate behavior and bullying;
- Collective agreement;
- University portal and employee benefits;
- Suggestions for improvement.

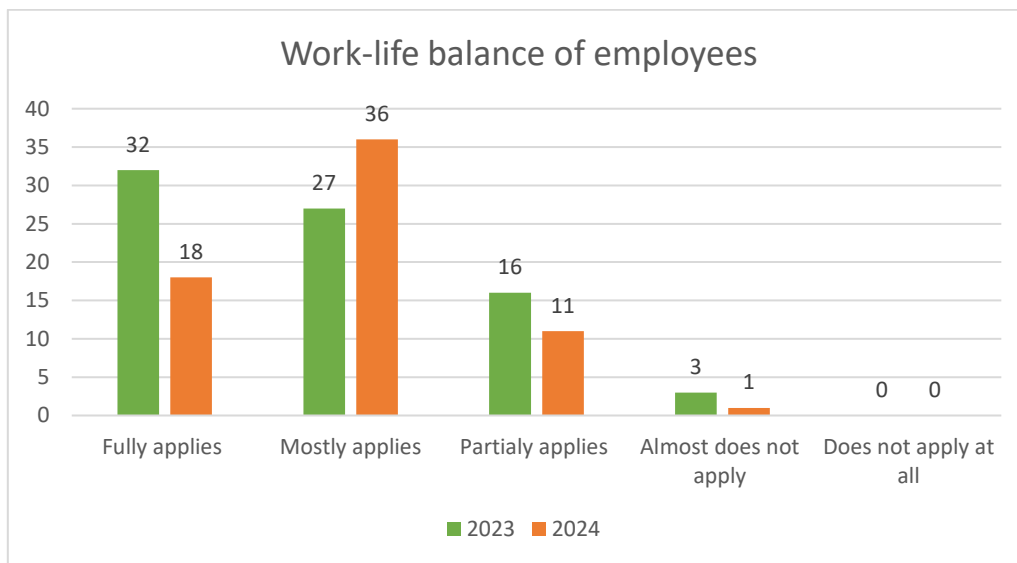
This paper presents selected results (Figures VI-VIII), which are regularly shared with Škoda Auto University staff.

Figure VI illustrates the survey results in the area of employee work activities, specifically the work–life balance of employees. The yellow sections of the chart

represent the results from 2023, while the green sections correspond to 2024. Upon deeper analysis, it was found that responses in the third column were mainly from middle-aged employees who are simultaneously caring for underage children and aging parents. The fourth and fifth columns contain no responses, and overall the results can be considered highly positive.

Figure 6

Employee Perceptions of Work–Life Balance (Škoda Auto University, 2025)



The following figure (Figure VII) also pertains to the area of employee work activities and examines the level of satisfaction with support for professional development. This includes primarily professional training such as language and IT courses. In 2024, the university’s leadership provided support by offering 20 new professional training programs.

Despite this effort, the level of satisfaction—represented by the first green column for 2024—showed a slight decline compared to the yellow column for 2023. However, it can be stated that the overall satisfaction level has not decreased below the 2023 baseline. The key question remains how effective the newly implemented training programs were, and how this area is perceived by those employees who did not participate in the 2024 job satisfaction survey.

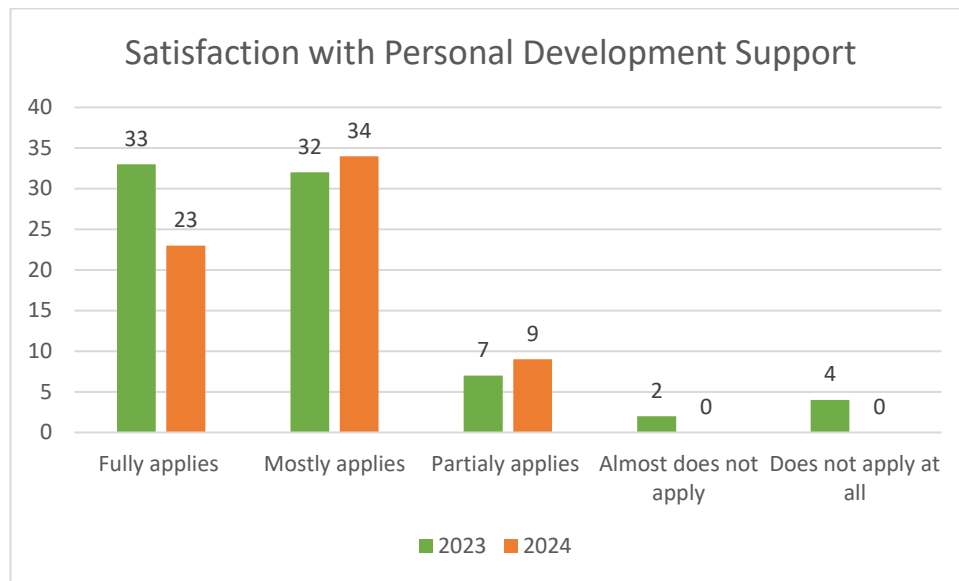
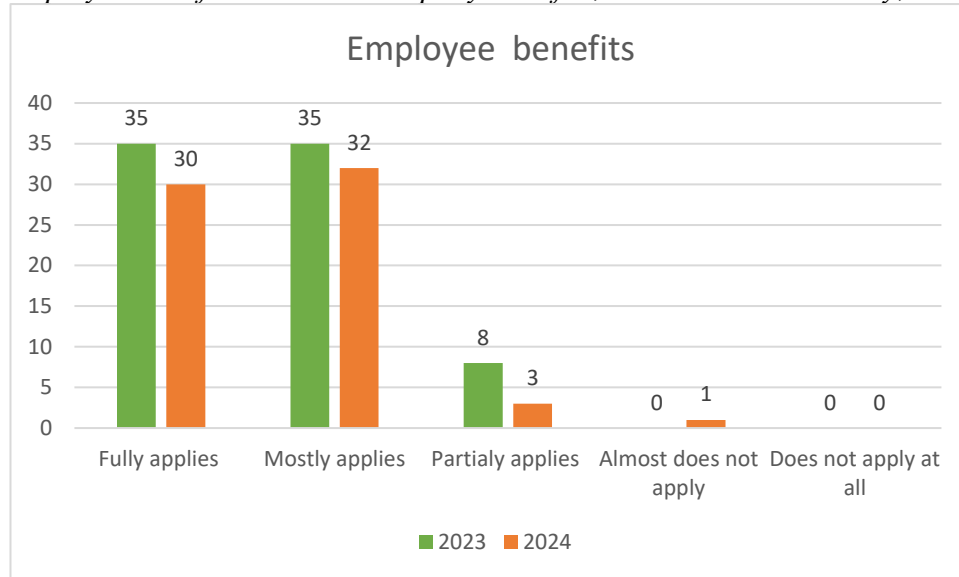
Figure 7*Support for Employee Professional Development (Škoda Auto University, 2025)*

Figure VIII presents employee satisfaction with company-provided benefits, as assessed within the area titled “ŠAVŠ Portal and Benefits.” The university’s benefit offering is relatively extensive, including various forms of paid leave for family matters, home office options for academic staff, wellness retreats, sports and leisure activities, and contributions toward vacation and meals.

Despite this broad range, ŠAVŠ employees expressed interest in additional benefits such as morning yoga sessions, the creation of free parking spaces near the university, the possibility of purchasing outdated IT equipment, or meal vouchers. Compared to the previous year, the overall satisfaction level regarding benefits slightly declined.

It would therefore be appropriate to identify which specific benefits yield the highest impact so that the organization does not allocate excessive financial resources to measures that, while requested by employees, may not bring meaningful value to the majority.

Figure 8*Employee Satisfaction with Company Benefits, Škoda Auto University, 2025*

4.1 Analysis of the current level of employee satisfaction at Škoda auto university

Section 3.1 analyzes the survey results with the aim of verifying all six levels of the Leadership Strategy model, as illustrated in Figure I.

The employee satisfaction survey explored the areas described in Chapter 3 and aligned them with the respective levels of the leadership strategy. The area *Internal Communication at ŠAVŠ* corresponds to the first two levels of the pyramid—definition and orientation. *Employee Work Activities* were evaluated in relation to orientation, motivation, and habilitation, as was the area *Workplace Cooperation. Equal Opportunities* align with the motivation level, as does the area of *Inappropriate Behavior and Bullying*. The *Collective Agreement* corresponds to both motivation and habilitation. The area *ŠAVŠ Portal and Benefits* is reflected in the definition and motivation levels.

The final section of the questionnaire consisted of open-ended questions, which gathered suggestions for improvement and touched upon all of the first four levels of the Leadership Strategy model.

The analysis presented in Section 3.1 reveals that the annual employee satisfaction survey at ŠAVŠ effectively captures the first four levels of the Leadership Strategy model. The only elements not covered by the survey are the two upper levels of the pyramid—synergetization and integration—which are inherently difficult to assess through standard employee satisfaction questionnaires.

This finding is addressed in the following chapter, which introduces a diagnostic tool designed to identify additional measures for enhancing employee satisfaction. While the existing survey at ŠAVŠ successfully maps to the first four levels of the Leadership Strategy model, it does not account for the top two levels—synergetization and integration. To assess these dimensions, the use of a newly developed diagnostic form is proposed, which is presented in Chapter 4 and based on the findings from the focus group study.

Furthermore, the results discussed in Chapter 3 indicate that while the leadership of Škoda Auto University has access to quality and meaningful data each year—enabling them to implement both strategic and operational measures to improve employee satisfaction—the feedback currently available lacks precise information about the effectiveness of these measures. The evaluation process consists primarily of year-to-year comparisons of survey results, which mirrors the practice commonly observed in many other organizations, both in the Czech Republic and internationally. Chapter 4 responds directly to this limitation.

5 FOCUS GROUP FINDINGS

The proposed diagnostic form is based on Kirkpatrick's four-level evaluation model (Kirkpatrick & Kirkpatrick, 2006), which allows for the assessment not only of employee reactions and attitudes but also of practical application, behavioral change, and the organizational impact of implemented measures. The aim is to provide a tool that reflects employees' actual experiences with previously introduced interventions while serving as a practical decision-making aid for managers in planning further development steps. The form is also informed by the analysis of the current employee satisfaction assessment practices at Škoda Auto University.

As outlined in Section 3.1, the current employee satisfaction questionnaire used at Škoda Auto University is logically structured and effectively covers the first four levels of the Leadership Strategy model. However, it does not assess the two highest levels—synergetization and integration—which are inherently difficult to evaluate through standard satisfaction surveys. This limitation is addressed in Chapter 4, which presents a diagnostic tool designed to identify additional measures that could enhance employee

satisfaction, while also offering more precise insights into the effectiveness of such interventions.

In this context, the need to measure the actual impact of managerial actions becomes increasingly important, as comparing current employee satisfaction levels to those from previous years provides only limited insight.

Job satisfaction has long been regarded as one of the key predictors of job performance, organizational loyalty, and employee engagement (Locke, 1976; Judge *et al.*, 2001; Andrade & Westover, 2022). Meta-analytical studies (Harter *et al.*, 2002; Kuvaas *et al.*, 2017) confirm that higher levels of satisfaction are associated with lower turnover, increased productivity, and reduced absenteeism.

Figure IX presents findings from a qualitative study involving a focus group of twenty managers and HR professionals from Škoda Auto a.s. The diagnostic form includes several key components: the designated owner of a specific employee satisfaction intervention, a description of the intervention, clearly defined goals, names of evaluators, the timeframe within which the intervention is expected to yield results, and, most importantly, specific evaluation criteria to determine whether the goals have been met. The final output is a recommendation by the evaluators on whether the intervention should be implemented, revised, or not pursued.

Figure 9
Diagnostic Tool for Assessing the Effectiveness of Measures to Improve Job Satisfaction

Evaluation of Measures to Enhance Employee Satisfaction

Instructor / Program Coordinator: Title of the Evaluated Measure (or Code):

Stated Evaluation Objectives (to be completed by the organization/instructor):

Evaluation Conducted by: Department / Date:

Time Period After Which the Outcomes Can Be Evaluated (month/year) → "The stated objectives have been achieved?" (to be completed by the evaluator):

Indicators for Assessing Achievement of the Measure's Objectives (to be completed by the evaluator):	"The stated objectives have been achieved?" (to be completed by the evaluator):		
	YES	PARTIALLY	NO
<input type="text"/>	1	2	3
<input type="text"/>	1	2	3
<input type="text"/>	1	2	3
<input type="text"/>	1	2	3

BASED ON THE EVALUATION, I RECOMMEND (to be completed by the evaluator):

- R1** Use this measure fully for the stated objectives.
- R2** Implement partial changes according to my evaluation and continue using the measure.
- R3** Substantially revise the measure, as the achievement of objectives is insufficient.
- R4** Replace the measure – the current form is clearly inadequate.

Comment on the recommendation:

The diagnostic tool is applicable to all interventions aimed at enhancing employee satisfaction across all six levels of the Leadership Strategy model—including synergetization and integration—and provides more informative insights into the actual impact of those interventions. However, it is essential to assign responsibility for the implementation and evaluation of each intervention to a specific, competent employee.

As an example from the domain of employee work activities, specifically the support of professional development (see Figure VII), one proposed intervention might be: “Coaching for conducting performance review interviews.” This intervention is directly related to Chapter 1.1, which emphasizes the importance of high-quality managerial evaluation processes. The responsible person organizes the training and, prior to implementation, defines the expected outcome, specifies the criteria by which success will be measured, and sets the time frame for achieving the outcome.

For instance, goals may include: “learn how to structure a performance interview, including drafting the official record”, “understand legal requirements governing the interview process”, or “practice common scenarios in interview facilitation.” For this type of intervention, an appropriate time frame for evaluation is no more than two months—assuming the employee conducts performance interviews during this period. If the employee does not perform such tasks, or if the role does not require it in the future, the organization should not prioritize sending that individual to expensive training programs.

Evaluation criteria may include:

- independently structures and conducts the interview;
- independently drafts the protocol, including goals, performance indicators, suggested measures, the employee’s response, future goals, deadlines, responsibilities, cooperation, and interdependencies;
- demonstrates knowledge of legal aspects (can be verified by a labor law specialist);
- absence of complaints from reviewed employees regarding improper procedures.

Once the designated evaluation period has passed, the intervention is assessed directly with the employee. For example, if Criterion 2 (legal knowledge) is not met, the result might be labeled R2, indicating that the employee shows a moderate lack of knowledge in employment law related to performance interviews. In this case, the recommendation might be: “Enhance knowledge and skills regarding employment law aspects of performance interviews; following verification by a labor law specialist, the

employee was found to lack understanding of the reviewed employee's rights, appropriate procedures in the case of disagreement, and argumentative reasoning.”

The final decision, to be recorded in the diagnostic form by the HR department, might read: “Consulted with lecturer Dr. XY, conclusion: the course will be extended by two additional instructional hours within the current two-day format, specifically to strengthen content on employment law. This intervention will be closely monitored in subsequent evaluations. “

6 CONCLUSIONS

The findings of this paper demonstrate that annual measurement of employee satisfaction alone is insufficient unless it is embedded within a broader framework of strategic people management. The key to understanding—and effectively influencing—employee satisfaction lies in a comprehensive approach that reflects all six levels of the Leadership Strategy model: from vision and the meaningfulness of work, through strategic goals, organizational structure, and management systems, to leadership style and everyday individual behavior.

The study shows that the impact of implemented measures does not occur in isolation but is conditioned by their alignment with higher levels of the model. For example, changes in leadership style have limited effects unless supported by shifts in organizational culture or strategic goals. Similarly, adjustments to management systems (such as performance evaluation or compensation structures) only yield expected outcomes when they are consistent with the organizational structure and contribute to the overall strategy.

An important conclusion is the necessity of monitoring specific effectiveness indicators for individual interventions within the context of each leadership level—while also considering the time frame required for the effects to materialize. Certain changes (e.g., in vision or leadership style) may exhibit delayed effects on employee satisfaction compared to more operational adjustments (e.g., modifications in work processes).

Empirical studies published by the Czech Statistical Office (ČSÚ, 2023) and the National Pedagogical Institute (NPI, 2022) identify job satisfaction as a key indicator of quality of working life and a significant factor influencing employee loyalty and performance quality. Universities, hospitals, businesses, and organizations are

increasingly implementing regular assessments of satisfaction and engagement. The contribution *Job Satisfaction in the Context of Modern Management* offers a new tool that can be applied in organizational practice.

Ultimately, only by integrating all levels of leadership strategy, systematically measuring the impact of interventions, and maintaining realistic expectations regarding the timeline of outcomes can organizations achieve sustainable improvements in employee satisfaction, engagement, and performance.

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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