

The Survey of Employers' Job Satisfaction in Georgian Companies



Davit NARMANIA¹, Nino VARDIASHVILI², Mikheil MAKASARASHVILI³

^{1,2,3} ivane Javakhishvili Tbilisi State University, 2 University St. 0179, Tbilisi, Georgia

ABSTRACT: The article - "The survey of employers' job satisfaction in Georgian companies" - discusses the results of the research that the authors of the article carried out in Georgian companies. 1509 employees from both private and public sector businesses were interviewed with a ratio of 43.7/55.3.

The employees were given 54 questions, of which 12 questions were related to issues related to their job satisfaction, therefore, only these questions and their answers are discussed in this article.

The research showed that 49,8% employees in Georgian companies are completely satisfied with their work, and 42.8% are partially satisfied with their work, i.e. 92.6% in total. At such time, in Japan it is 57%, and in the USA - 83%. In order to clarify this paradox, the authors divided the factors causing job satisfaction of employees in Georgian companies into two groups and discussed them according to these groups:

1. Employee satisfaction is caused by the amount of remuneration (salary) and other material incentives, i.e. external factors.
2. Job satisfaction of employees is caused by doing interesting, favorite work, appreciation from superiors and colleagues, involvement in important company decisions, perspective of career advancement, etc. i. e. internal factors.

Research has shown that employees of Georgian companies do not like the company's salary policy. Only 21.7% are completely satisfied with it. Based on the above, the authors of the article rule out the positive influence of material incentives, i.e., external motivational incentives, on the rate of employee satisfaction, and review 10 internal motivators, namely: employees doing pleasant work, taking into account employees' suggestions when making important managerial decisions, taking care of improving the qualifications of employees, the importance of the work entrusted to employees Importance for the company, prospects for career advancement, fairness of delegation of functions, timely and complete information on expected corporate changes. From this list, the influence of 8 factors in the article is evaluated positively, and 2, negatively. Since 8 factors out of 12 factors were found to have a positive influence, and 4 - a negative influence, their strong influence on the job satisfaction of the employees was determined.

The article points out the many inconsistencies found in the survey results that cast doubt on the sincerity of the employees' responses. According to the authors of the article, this may have caused such a high level of job satisfaction of the employees involved in the study - 92.6%, which is not equal even in highly developed countries, and they suggest a more in-depth study of the mentioned problem.

KEYWORDS: job satisfaction; factors of job satisfaction; external factors; internal factors; Job satisfaction and loyalty to the company.

INTRODUCTION

When scientists talk about employee behavior, they list its six main types: employee productivity, absenteeism, fluctuation, citizenship behavior, job satisfaction behavior, and employee misconduct (Robbins & Coulter, 2019). Despite the great importance of each of these types of behavior, in this article we will see employee behavior that is related to the degree of job satisfaction. It is the least studied, both in Georgia and abroad. Not long ago, the words "**personnel are the company's asset**", "**employees first**" etc. appeared. Indeed, in an organization regardless of the country in which it operates, the central figure is a person. Everything there is created either directly by a person or by a machine under the supervision of a person. If the organization is competitive, it depends on the highly professional people working there. And since the long-term success of the company can only be achieved

The Survey of Employers' Job Satisfaction in Georgian Companies

by highly qualified personnel, this means that its management should not spare funds to attract such people and create such working conditions for them that they are satisfied with their work. We will tell you below what is happening in Georgian companies in this regard.

MAIN TEXT

In 2023, a group of researchers from the Faculty of Economics and Business of Ivane Javakhishvili Tbilisi State University conducted a survey to find out the job satisfaction of employees in Georgian companies. 1569 employees, among them 868 - from the private sector and 701 - from the public sector (Table 1, Figure 1).

Table 1. The number and structure of employees involved in the research in terms of private and public sectors of business

	Quantity (frequency)	Percent (unit weight)	Cumulative percentage
Private sector	868	55,3	55,3
Public sector	701	43,7	100
Total	1569	100,0	-

Source: Compiled by the authors

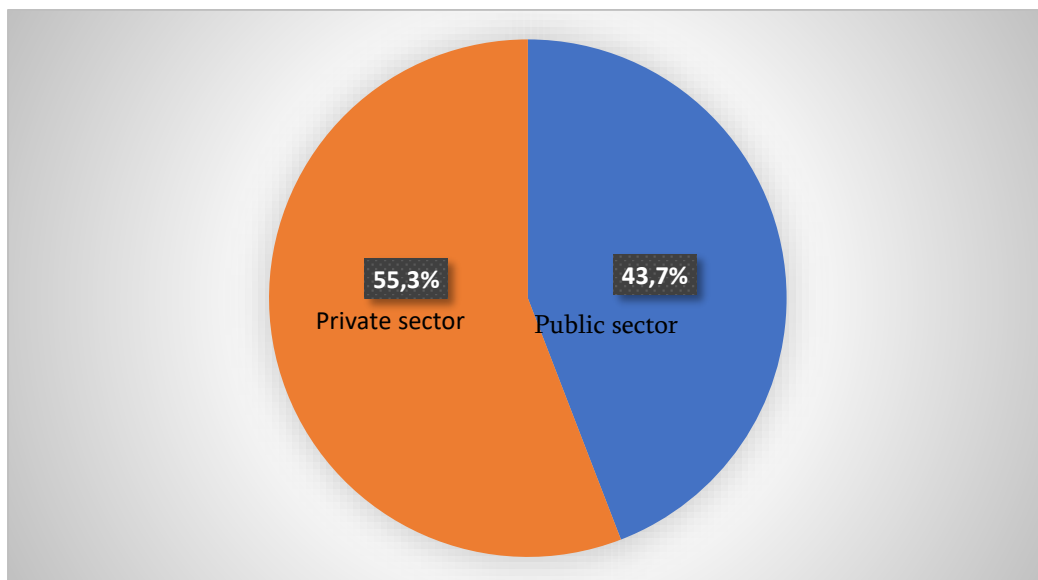


Figure 1. Structure of employees involved in the research (in %)

Source: Compiled by the authors

Respondents were interviewed with 54 question questionnaires. The received responses were analyzed in the SPSS statistical software environment, and various statistical procedures and graphical representations were used for the analysis.

From the 54 questions given to the respondents, referring to the topic of the given article, which is about the job satisfaction of the employees, we selected 12 questions with their answers, which we will evaluate in the given article.

Job satisfaction is related to the employee's attitude towards his work. Types of work-related attitudes are: job satisfaction, work involvement, and commitment to the organization (Moy, Gilson, & Harter, 2004). Attitude expresses a person's feelings towards some event, in this case towards work. A person whose degree of job satisfaction is high has a positive attitude towards this work and therefore performs it with great pleasure and high quality.

Work satisfaction should not be confused with job satisfaction. Work satisfaction is the love of the work that the worker does at work and that gives him pleasure. Job satisfaction is the worker's satisfaction with the place of employment - management style, working conditions, atmosphere created in the collective and other conditions. The ideal situation of an employee is when he is satisfied with both his work and job, such a situation is rare, but when it is, then the employee is completely devoted to this job. Any employee and any employer should strive to create this situation. For an employee, satisfaction with work and job is happiness, because if we do not say anything about the material security, which is included in the employment conditions provided for by the contract, and the moderate provision by the employer, it is clear, it is implied, at this time we are dealing with the excitement, pleasure, and love caused by the work in the employee. As for the employer, there is no doubt that the abundance

The Survey of Employers' Job Satisfaction in Georgian Companies

of such employees in the company will bring great success, because they will do their favorite job with great pleasure, care and high quality.

Our survey of 1569 employees of Georgian companies revealed that 49.8% of them are satisfied with their work, 7.4% are not satisfied, and 42.8% are partially satisfied (see Table 2, Figure 2). Therefore, the research found that 92.6% (49.8 + 42.8 = 92.6%) of the total number of employed respondents are completely and partially satisfied with their work. This high level of employee satisfaction can be caused by external incentives - salary, bonus, etc., or internal incentives (doing what you love, career prospects, qualification improvement, etc.), or both together.

Table 2. The level of job satisfaction of employees in Georgian companies (A16 - Are you satisfied with your work in the organization?)

List of answers	Overall average		
	Quantity (frequency)	Percent	Cumulative percentage
Yes	781	49,8	49,8
No	116	7,4	57,2
Partially	672	42,8	100,0
Total	156,9	100,0	-

Source: Compiled by the authors

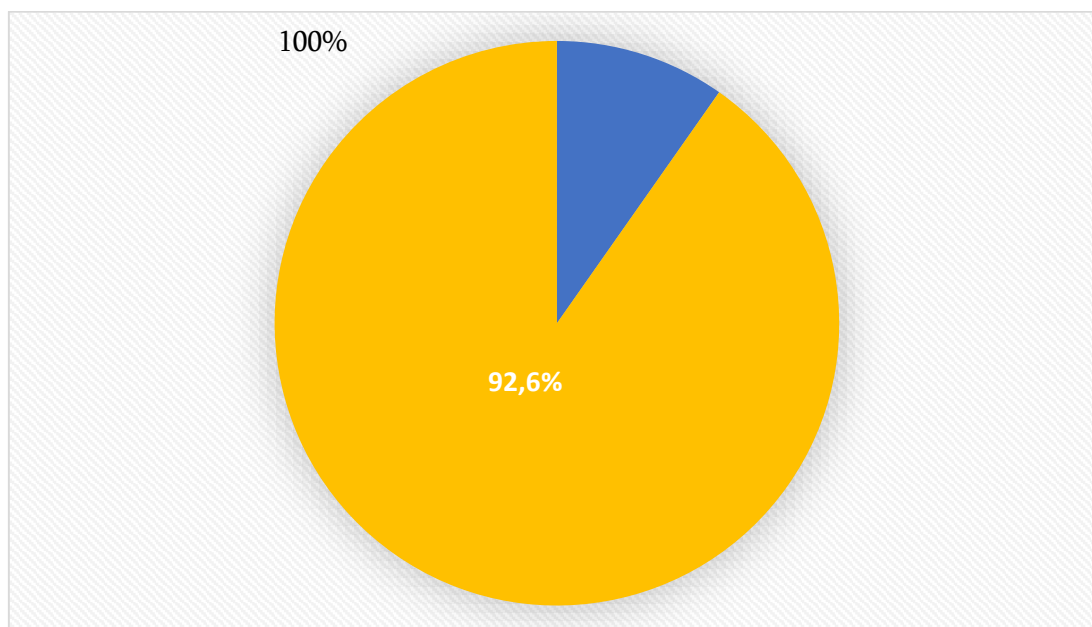


Figure 2. Total and partial job satisfaction of employees in Georgian companies

Source: Compiled by the authors

By studying the wage policy in the mentioned companies, it was found (see Table 3, Figure 3) that 33.6% of the total number of surveyed employees are not satisfied, and 44.7% are partially dissatisfied with the company's wage policy. Overall, the average share of dissatisfaction with salary is 78.3%. Therefore, the specific share of those dissatisfied with the salary policy among the employees surveyed by us is so high (almost 80%) that it could not in any way lead to the high satisfaction of employees with their work (92% and more) that we saw in the previous table. Therefore, we should exclude this factor in job satisfaction, we should exclude not only a high salary, but also all other material interests (premium, bonus, etc.), because they account for only 22.8% of work motivation, and the remaining 77.2% come from other factors (see Table 4, Figure 4).

The Survey of Employers' Job Satisfaction in Georgian Companies

Table 3. State of salary policy in Georgian companies

(A11 - Is the salary policy of the organization acceptable to you?)

List of answers	Overall average		
	Quantity (frequency)	Percent	Cumulative percentage
Yes	341	21,7	21,7
No	527	33,6	55,3
Partially	701	44,7	100,0
Total	1569	100	-

Source: Compiled by the authors

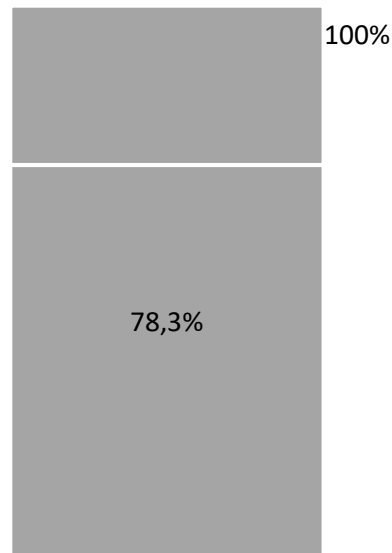


Figure 3. Specific weight of employees who are completely and partially dissatisfied with the salary policy in Georgian companies

Source: Compiled by the authors

Table 4. Structure of factors influencing the work motivation of employees in Georgian companies

(A46 - What motivates you when doing work?)

Probable factors	Quantity (frequency)	Percent	Cumulative percentage
1. Good working environment	423	27,0	27
2. Material interest	358	22,8	49,8
3. Relationships	375	23,9	73,6
4. The feeling that I am doing something important	380	24,2	97,8
5. Other	33	2,2	100,0
Total	1569	100,0	-

Source: Compiled by the authors

The Survey of Employers' Job Satisfaction in Georgian Companies

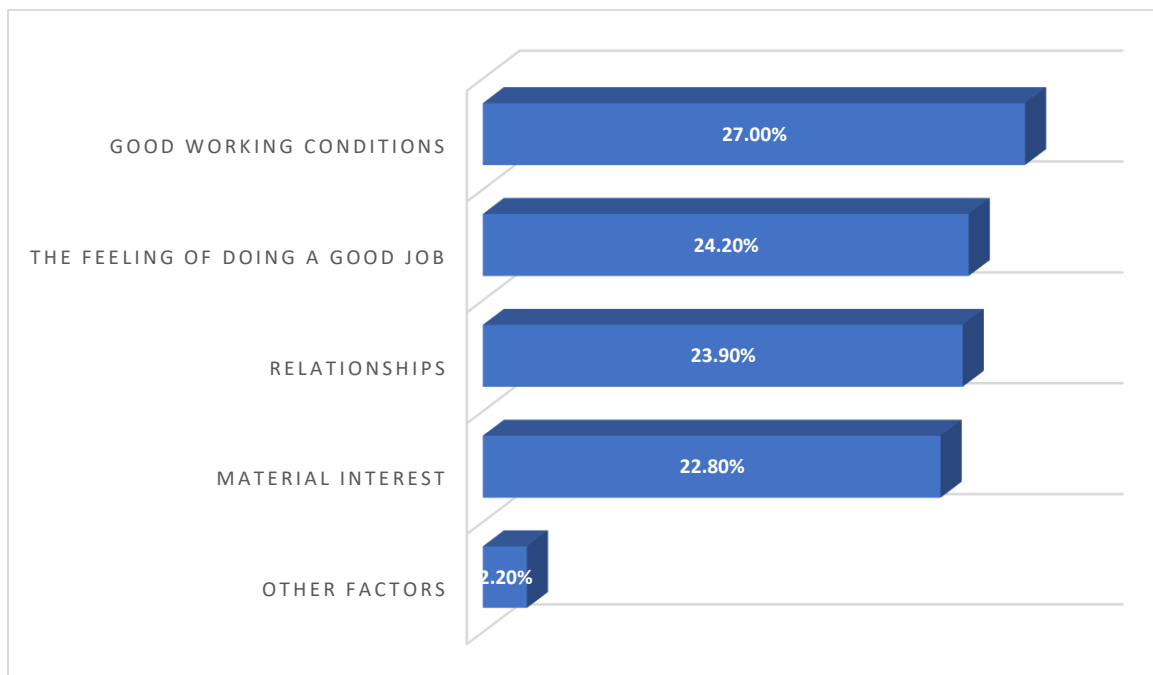


Figure 4. Specific shares of factors influencing employee motivation in Georgian companies

Source: Compiled by the authors

Therefore, the research showed us that the high percentage of job satisfaction of employees in Georgian companies, which was found in response to the question (92.6%), is not caused by external incentives, i.e. high salary and other material motivators (or factors). To determine this, let's follow this issue sequentially.

In addition to high salary and other material (financial) incentives, which we have excluded from the factors affecting the job satisfaction of employees in this particular case, there are ten other factors that can reduce or increase it. All of them are considered internal motivators (factors) of employees' work. These factors are:

1. Doing a pleasant and favorite work by the employees.
2. Using the abilities and talents of employees in the work process.
3. Employment of employees according to their knowledge and experience.
4. Consideration of employees' suggestions when making important managerial decisions.
5. Taking care of raising the qualifications of employees.
6. Frequency of professional development events of employees in the company.
7. Great importance of the work done by the employees for the development of the company.
8. Opportunity for career advancement of employees in the company.
9. Protection of correctness and justice of delegation (redistribution) of functions.
10. Timely and complete informing of employees about the introduction of expected changes.

In this article, we decided to sequentially consider and evaluate the situation of each of these factors in the companies involved in the research, and then, by their consolidated summary, determine whether these factors could have caused 92.6% of the respondents to declare that they are completely and partially satisfied with their work.

As we have mentioned, the first factor that could cause such a high satisfaction with the work of the employees is, theoretically, doing their favorite, pleasant work, which would bring them joy and, of course, satisfaction. By studying this factor (see Table 5, Figure 5) it was found that only 15.5% of the respondents are employed in a job that is uncomfortable for them. For the remaining 84.5%, the work entrusted to them is completely, or partially, lovely and pleasant. Accordingly, this factor really played a positive role in achieving the high level of job satisfaction (92.6%), which we obtained from the research results.

The Survey of Employers' Job Satisfaction in Georgian Companies

Table 5. Specific shares of the cases of employees doing work they like and enjoy in Georgian companies (A19 - Do you do work that you love and enjoy?)

List of answers	Overall average		
	Quantity (frequency)	Percent	Cumulative percentage
Yes	784	50,0	50
No	243	15,5	65,5
Partially	542	34,5	100,0
Total	1569	100	-

Source: Compiled by the authors

The second factor is the use of employees' abilities and talents in the work process. Table 6 and Figure 6 show that 22.1% of employees admit that their talents are fully used, 46.7% - partially used, and 31.2% - did not use (ignoring) their talents and abilities. Although 31.2% is not small, the cumulative specific weight of the respondents recognizing the full and partial use of the talents and abilities of employees is twice as high - 68.8% (22.1 + 46.7 = 68.8%). This means that overall this factor would have had a positive effect on the final indicator of job satisfaction of employees (92.6%).

Table 6. Status of using talents and abilities of employees in Georgian companies (A5 - Are all your abilities and talents used in the work process?)

List of answers	Overall average		
	Quantity (frequency)	Percent	Cumulative percentage
Yes	347	22,1	22,1
No	490	31,2	53,3
Partially	732	46,7	100,0
Total	1569	100	-

Source: Compiled by the authors

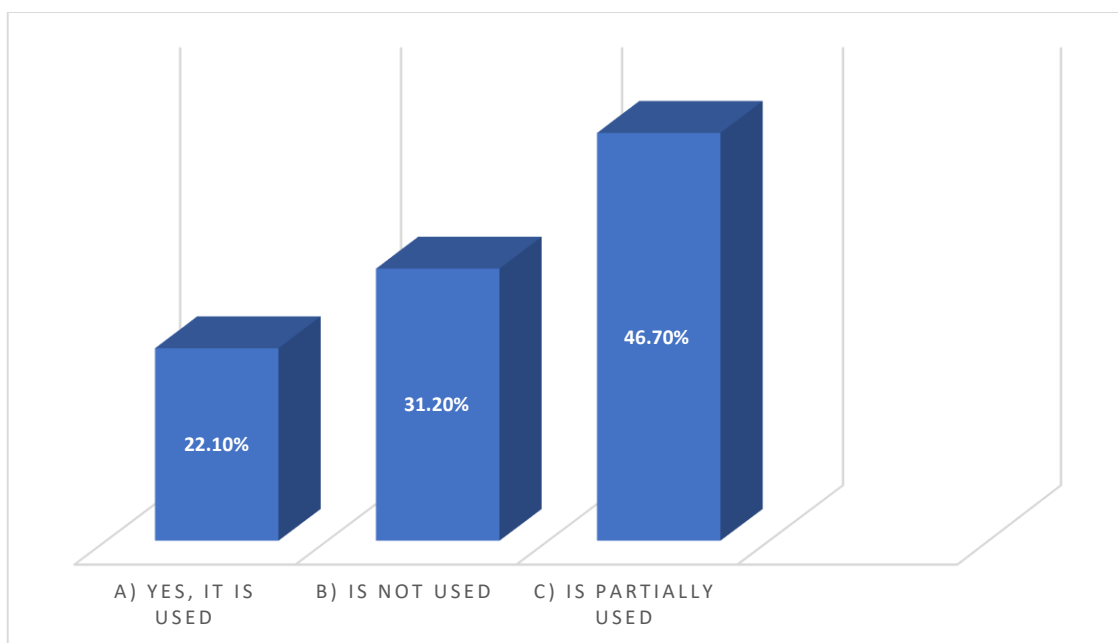


Figure 6. Utilization of talents and abilities of employees in Georgian companies

Source: Compiled by the authors

The third factor is the employment of employees according to their knowledge and experience. In this case too, there is a high level of employment in accordance with the knowledge and experience of employees - completely - 38.4%, partially 45%, in total - 83.4% (see Table 7, Figure 7). Since only a small part of the employees involved in the research (16.6%) are not employed in

The Survey of Employers' Job Satisfaction in Georgian Companies

accordance with their knowledge and experience, this means that this factor also had a positive impact on the formation of the final indicator of employee job satisfaction.

Table 7. Employment in Georgian companies according to knowledge and experience (A20 - Are people employed according to their knowledge and experience?)

List of answers	Overall average		
	Quantity (frequency)	Percent	Cumulative percentage
Yes	603	38,4	38,4
No	261	16,6	55,0
Partially	705	45	100,0
Total	1569	100	-

Source: compiled by the authors based on research results

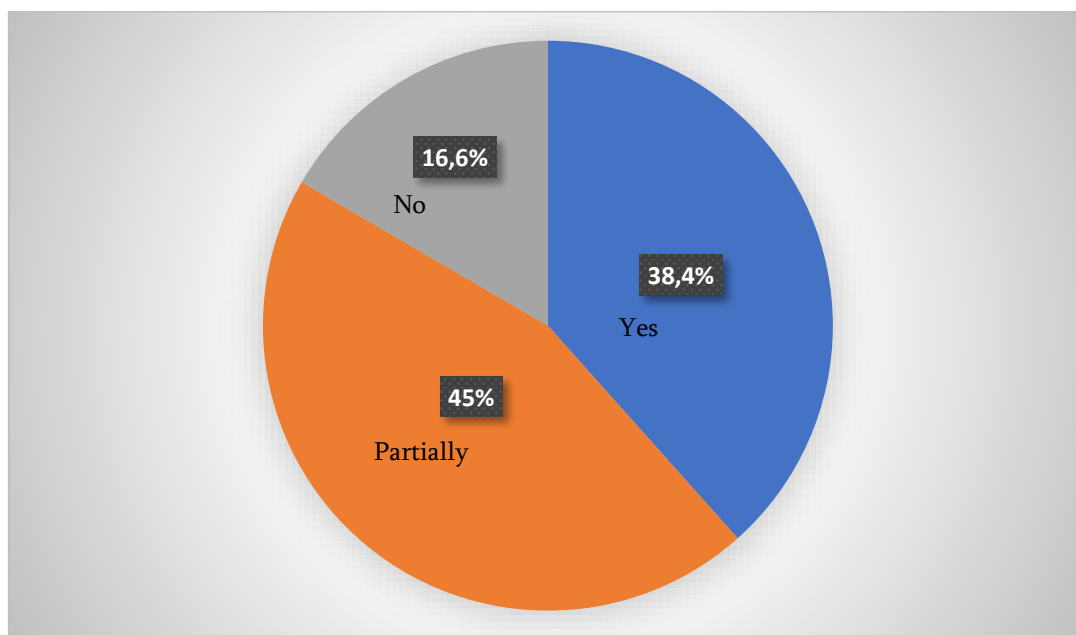


Figure 7. Level of employment in Georgian companies according to knowledge and skills

Source: Compiled by the authors

The fourth factor is the consideration of employees' suggestions when making important managerial decisions. In this case, 82.6% of the employees involved in the research admitted that the company's management considers their suggestions completely (29.6%) or partially (53%) when making important decisions. Since only 17.4% of respondents involved in the research did not agree with the rest and accused the company of ignoring their proposals, we should think that this factor played a positive role as a whole (see Table 8, Figure 8).

Table 8. Consideration of employee suggestions when making important decisions in Georgian companies (A8 - are your suggestions considered when making important decisions?)

List of answers	Overall average		
	Quantity (frequency)	Percent	Cumulative percentage
Yes	465	29,6	29,6
No	273	17,4	47,0
Partially	831	53,0	100,0
Total	1569	100	-

Source: compiled by the authors based on research results

The Survey of Employers' Job Satisfaction in Georgian Companies

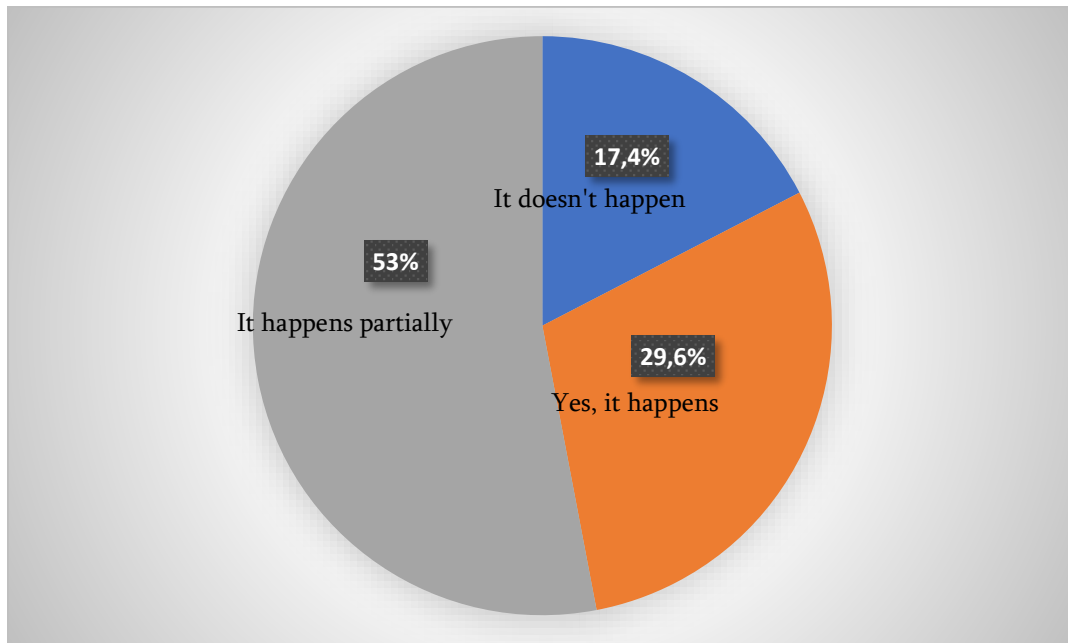


Figure 8. Consideration of suggestions of employees in Georgian companies when making important decisions

Source: Compiled by the authors

The fifth factor is concern for raising the qualifications of employees in the company, and the sixth is the frequency of professional development measures (activities) of employees in the company. These two factors complement each other and should be evaluated together. According to the information presented in Table 9 and Figure 9, 20.4% of the employees involved in the research state that it does not exist in the company, and the rest - 79.6% indicate that trainings (37.2%), internal mentoring (21.1%) and informational meetings (21.3%) are held. Although these methods of raising qualifications are outdated, it seems that at least 79.6% of employees are satisfied with them (see Table 10, Figure 10).

Table 9. Raising the qualifications of employees in Georgian companies (A13 - in what ways does the organization try to raise the qualifications of employees?)

	Quantity	Percent	Cumulative percentage
1. By financing various trainings	584	37,2	37,2
2. With internal mentoring system	331	21,1	58,3
3. By holding informational meetings	334	21,3	79,6
4. There is no opportunity for professional development	320	20,4	100
Total	1569	100,0	-

Source: Compiled by the authors

The Survey of Employers' Job Satisfaction in Georgian Companies

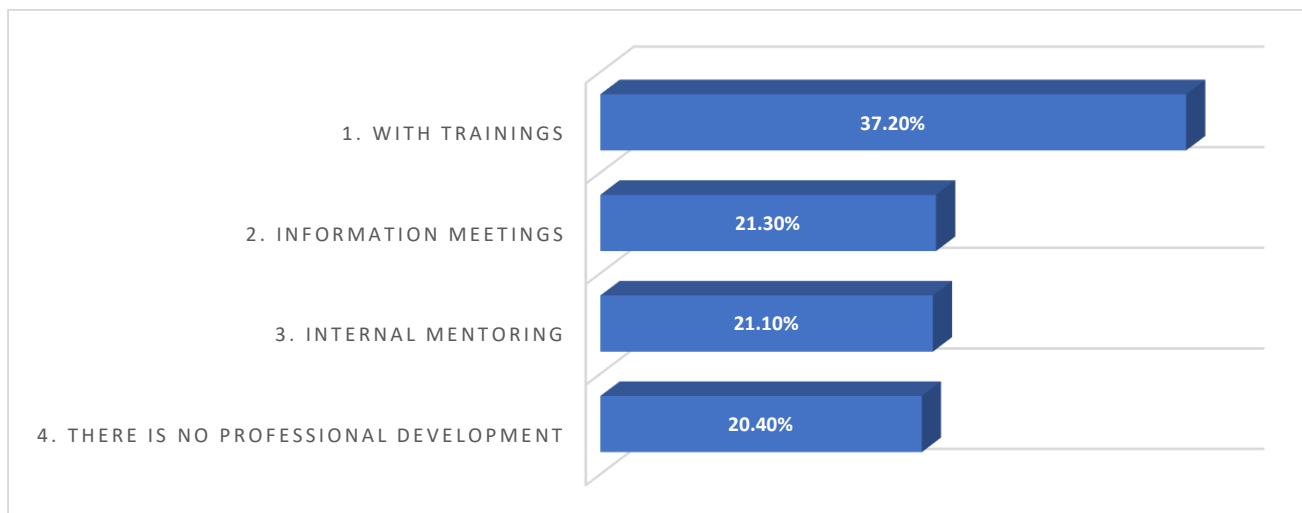


Figure 9. Specific shares of qualification raising forms in Georgian companies

Source: Compiled by the authors

Table 10. Frequency of professional development events for employees in Georgian companies (A14 - How often are professional development activities held in your organization?)

	Quantity (frequency)	Percent	Cumulative percentage
Every month	288	18,4	18,4
Quarterly	478	30,5	48,9
Once in a year	496	31,6	80,5
Never	307	19,5	100
Total	1569	100,0	-

Source: compiled by the authors

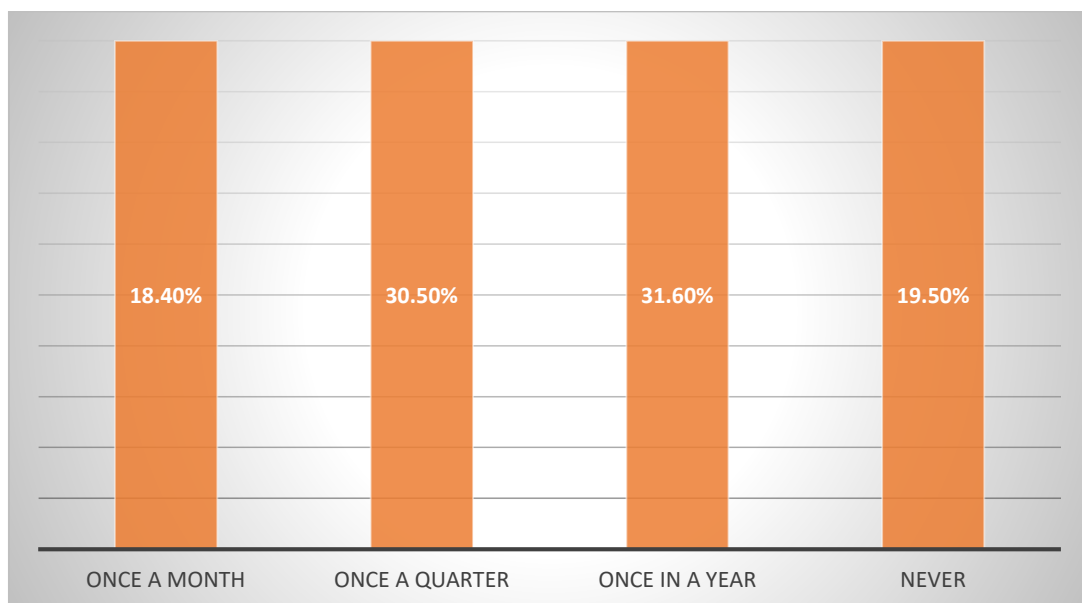


Figure 10. Frequency of professional development activities of employees in Georgian companies

Source: compiled by the authors

The sixth factor, as we have already mentioned, is the frequency of professional development activities of employees in the company. Table 10 and Figure 10 show us that, in addition to the fact that the forms used for these activities are very outdated, they are rarely carried out (30.5% of employees say once a quarter, 31.6% say once a year, 18.4% say once a month, and 19.5% give a negative answer). Because of all this, in our opinion, the fifth and sixth factors in Georgian companies, neither in terms of

The Survey of Employers' Job Satisfaction in Georgian Companies

forms nor frequency of activities, do not correspond to modern requirements. Thus, they will not have a positive, but a negative impact on the overall indicator of job satisfaction of employees.

The seventh factor - giving great importance to the work done by the employees for the development of the company greatly increases the prestige of such employees both in the eyes of the company's top management and in the eyes of colleagues, and gives the employee a sense of dignity and self-respect. Obviously, at such a time, he is satisfied with his work. Table 11 and Figure 11 show that 69.8% of the respondents believe that their activities are very important for the company. 25.4% of employees partially share this opinion. A very small number of respondents, namely 4.8%, have a negative answer. Thus, 95.2% of the respondents consider their work to be completely or partially important for the company. This indicator is a reportable indicator in its size, and if it is true, the employees will definitely be satisfied with their work, which will greatly increase their prestige and status in the company.

Table 11. Great importance of the work done by employees in Georgian companies (A15 - do you think that you are doing important work for the organization?)

List of answers	Quantity (frequency)	Percent	Cumulative percentage
Yes	1095	69,8	69,8
No	75	4,8	74,6
Partially	399	25,4	100,0
Total	1569	100,0	-

Source: compiled by the authors

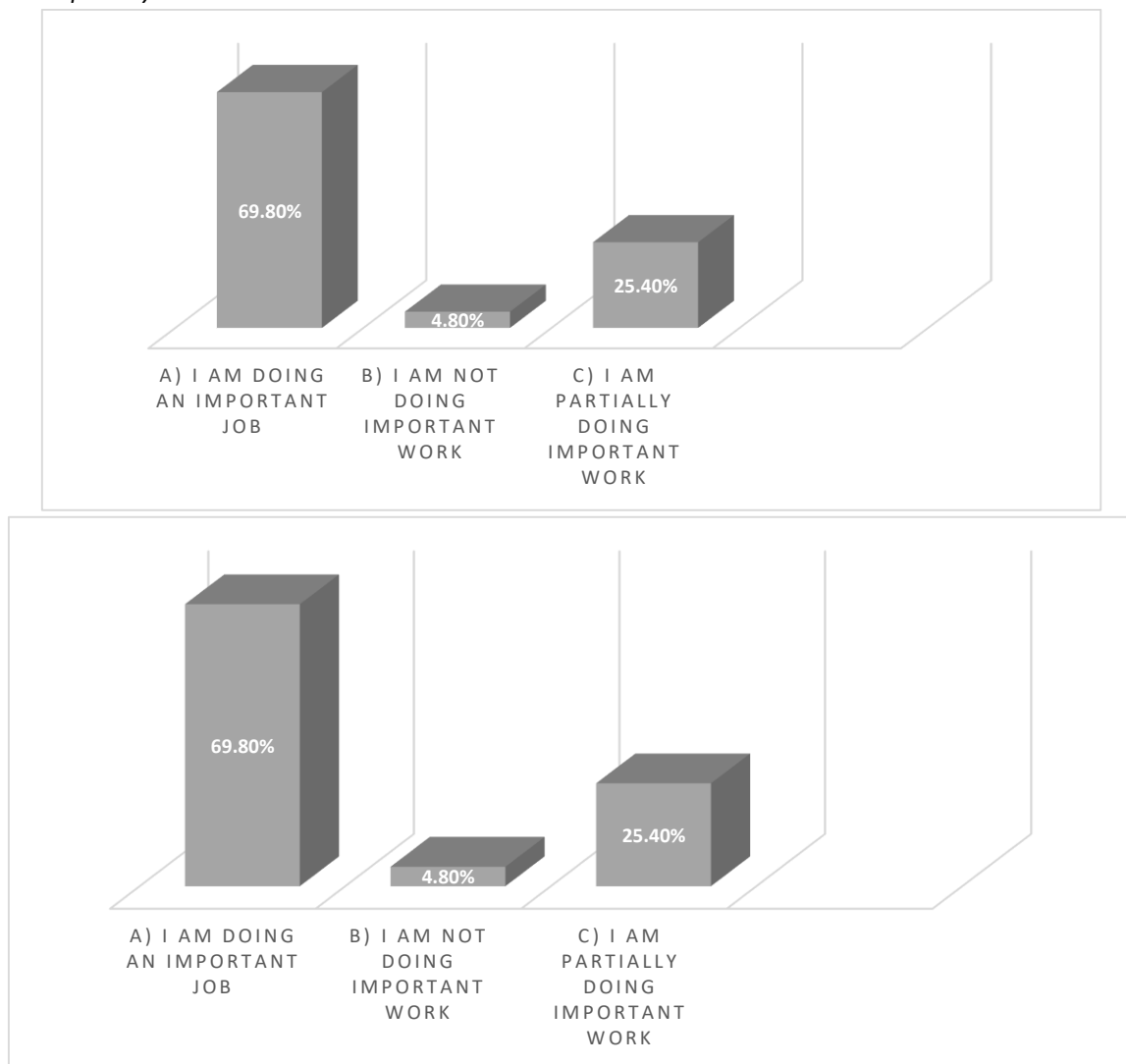


Figure 11. Level of doing important work for the company by employees (%)

Source: Compiled by the authors

The Survey of Employers' Job Satisfaction in Georgian Companies

The eighth factor - the possibility of career advancement of employees in the company - as Table 12 and Figure 12 show us that the conditions for career advancement are very good (17.7%) and good (28.4%). That is, in total, 46.1% of the respondents believe that they have more or less career advancement prospects at work. At such a time, 23.1% of respondents state that there is no career growth perspective in their jobs, while 30.8% refrain from answering (neutral position). In general, a neutral position is taken by those people who do not want their undesirable situation at work to be heard. By doing this, they give some time to the management of the company to correct the situation. So, 30.8% of the respondents with a neutral position are the people who have so far refrained from declaring that there is no career advancement perspective for them either. In such a case, the results of the study of this factor will be as follows: 46.1% of the respondents have the possibility of career growth in their jobs, while in 53.9% (23.1 + 30.8 = 53.9%) either clearly not, or doubtfully not. So, this factor in this form, in the end, could not have a positive impact on the overall indicator of employee satisfaction with work, on which we are investigating the influence of the affecting factors in this article. In this case, its positive and negative influence would cancel each other out, because the career growth perspective and lack of perspective are almost equal (46.1 ≈ 53.9%).

Table 12. Status of career advancement in Georgian companies (A45 - Are there career advancement conditions in your organization?)

	Quantity (frequency)	Percent	Cumulative percentage
1. Very good conditions	278	17,7	17,7
2. The conditions are good	445	28,4	46,1
3. Neutral position	483	30,8	76,9
4. No conditions	362	23,1	100
Total	1569	100,0	-

Source: Compiled by the authors

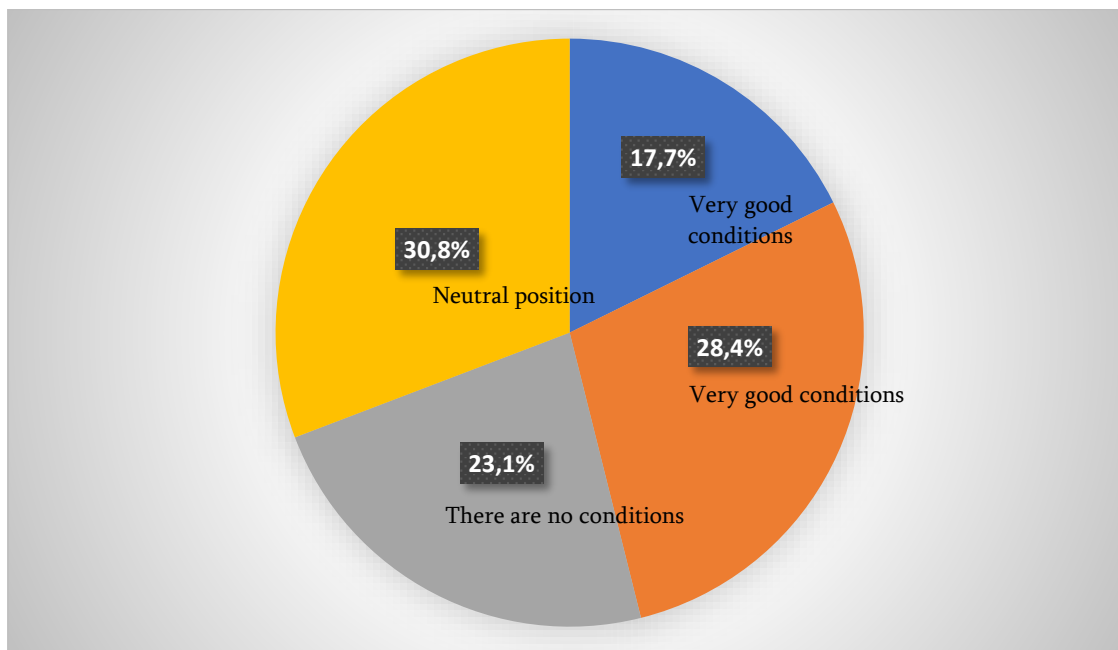


Figure 12. Career advancement conditions in Georgian companies

Source: Compiled by the authors

The situation of the ninth factor - the correctness and fairness of the delegation of functions (work) in the company - shows (see Table 13 and Figure 13) that it would have a positive effect on the satisfaction of employees, because 41% of them say that delegation is really done correctly, and 45.1% - that it is partially correct. There remains a small part (13.9%) of the respondents, who believe that work is not delegated correctly. This is such a small percentage that it could not lead to a significant decrease in the general indicator of job satisfaction.

The Survey of Employers' Job Satisfaction in Georgian Companies

Table 13. Correctness and fairness of work delegation (redistribution) in Georgian companies (A4 - Is work delegation done correctly in your organization?)

List of answers	Overall average		
	Quantity (frequency)	Percent	Cumulative percentage
Yes	643	41,0	41,0
No	218	13,9	54,9
Partially	708	45,1	100,0
Total	1569	100	-

Source: Compiled by the authors based on research results

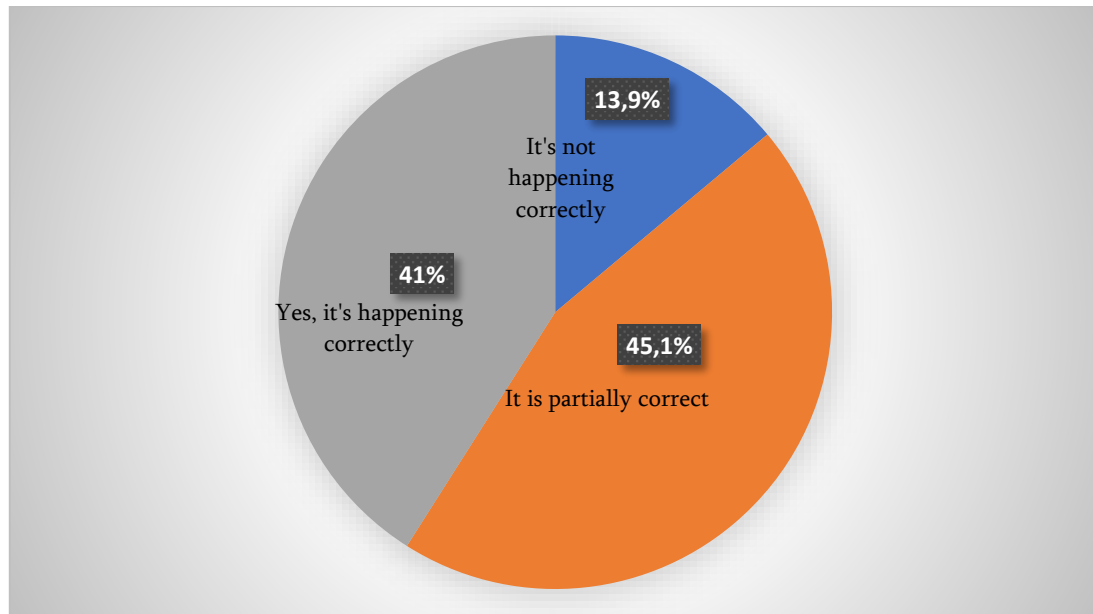


Figure 13. Correctness and fairness of work delegation in Georgian companies

Source: Compiled by the authors

The situation of the tenth factor - timely and complete information of employees about expected changes in the company - is even better. 63.9% of the respondents have full and timely information from the company's management, 26.7% - partial information and only 9.4% - are not informed.

Table 14. Timely and complete informing of employees about the introduction of expected changes in Georgian companies (A7 - Are employees informed about the introduction of expected changes in the organization?)

List of answers	Overall average		
	Quantity (frequency)	Percent	Cumulative percentage
Yes	10003	63,9	63,9
No	147	9,4	73,3
Partially	419	26,7	100,0
Total	1569	100	-

Source: Compiled by the authors

The Survey of Employers' Job Satisfaction in Georgian Companies

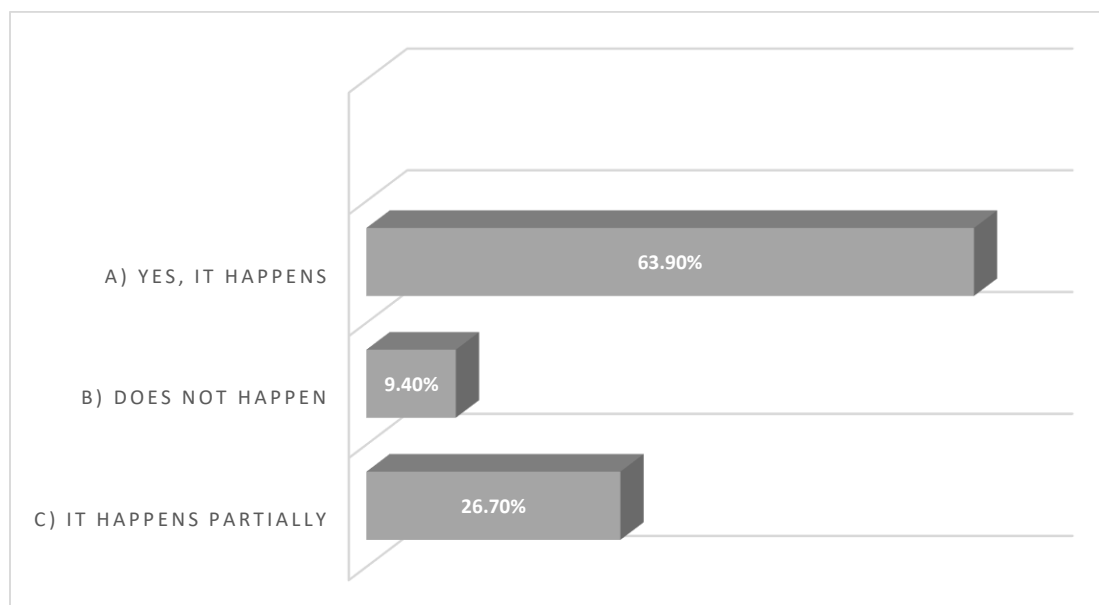


Figure 14. Informing employees in Georgian companies about the introduction of expected changes

Source: Compiled by the authors

Thus, if we summarize the impact of various factors on the job satisfaction of employees in Georgian companies as a whole, we will see the following:

First: the impact of the salary factor is negative, because on average 78.3% are completely or partially dissatisfied with the company's Salary policy.

Second: the influence of material interest (premium, bonus) is also negative, because research has established that financial motivators play a rather small role in the motivation of employees - 22.8%.

Third: doing pleasant work by employees has an obvious positive impact. 84.5% of the respondents are fully and partially engaged in such work.

Fourth: the abilities and talents of employees are used at a fairly high level in Georgian companies. 68.8% of the employees admitted to using it completely and partially in the company. This means that this factor also had a positive effect on the overall rate of job satisfaction.

Fifth: The same situation applies to the employment of employees in the company according to their knowledge and experience. This is how 83.4% of the respondents work.

Sixth: 82.6% of employees state that the company's management takes their suggestions into account when making important decisions.

Seventh: in terms of raising qualifications, 79.6% of the respondents state that trainings, information meetings and internal mentoring are also implemented. This factor will also make employees feel positively about work and service, however, we should mention that the forms of qualification raising are outdated. These traditional forms have long been forgotten abroad. Lifelong organizational learning has been introduced in Japan, the United States, and elsewhere.

Eighth: the frequency of activities for qualification raising does not correspond to the requirements - once a month, once a quarter, once a year.

Ninth: 95.2% of employees believe that their work has a great importance for the development of the company. If the managers of the companies also think so and recognize these employees properly, then, obviously, this factor would have a positive effect on the overall level of job satisfaction.

Tenth: the possibility of career growth as a cause of job satisfaction is one of the active factors. In this study, 46.1% of the respondents noted its existence at a good and very good level. Negative and neutral responses are 53.9% and exceed positive responses. This gives us the right to assume that the career growth opportunity factor could not have a positive effect on the level of job satisfaction of employees.

Eleventh: we have a better situation in the matter of delegating work to employees. 86.1% of the respondents said that the delegation of work (functions) in Georgian companies is done correctly and fairly. When there is such a situation in the company, the employee is satisfied with the job and the work.

The Survey of Employers' Job Satisfaction in Georgian Companies

Twelfth: timely and complete informing of the employees about the changes to be introduced. In this case as well, 90.6% of the respondents are fully or partially (63.9% of the total) provided with information from the company's management. Obviously, such communication of managers with employees leads to their great satisfaction.

Thus, out of the 2 external and 10 internal factors causing job satisfaction of employees, we evaluated the impact of both external factors as negative, and 2 out of 10 internal factors also as negative, and 8 factors as positive. The number of factors with a positive influence is not only greater than the number of negative factors (8>4), but also exceeds them by "weight". The point is that in today's era, people's internal motives - good environment, good relationships, favorite work, involvement in decisions, etc. - have come forward. Our research in Georgian companies showed this very situation. It turned out that the employees are focused on these motives, and not on a high salary or other material incentives. But in a country like Georgia, where unemployment and poverty reign, such a result is almost nonsense. For reference: the level of job satisfaction in Japan is 57%, in the USA 83% (Baghaturia & Baghaturia, 2015), in Georgia - 92.6%.

Such a high level of satisfaction with the work established by our research raises doubts about the sincerity of the respondents to the answers given to the questions. This doubt is strengthened by the large number of respondents who, instead of concrete answers (yes, no), took a neutral position, or chose an answer of uncertain magnitude - "partial". We don't know whether it is partial - 1/3, 2/5, 1/7, or something else, and probably we considered "partial" as positive, and neutral - as negative.

In addition, the following discrepancy appeared in the results of the study. Question 42 - "Is the financial compensation of labor decisive when choosing a job?" - 82.6% of the respondents answered that it is (see Table 15, Figure 15). If this is so, that is, if external (and not internal) motivators of work are the most important for 82.6% of employees when choosing a job, and if 78.3% of them are not satisfied with the salary policy of their job, then how did it happen? that the same employees who gave us these answers showed such a high attitude to the questions asked in terms of internal motivators that with these answers they overshadowed the dominant importance of the amount of labor remuneration in their choice of work. If the amount of salary is decisive for employees when choosing a job, and if they work in companies in which they do not like the salary policy, how could it be that the question - "Are you satisfied with your work in the organization?" - 49.8% of the respondents expressed full satisfaction, and 42.8% expressed partial satisfaction? It turns out that the respondents were either dishonest in one way or the other. On the one hand, they appear as reactive people, on the other - as pro-reactive.

This doubt is strengthened by the answer given to question 51 - "Do you often have to postpone important things to do something else?" - 13.4% often have to, 1.5% always have to, 65% rarely have to (see table 16, Figure 16). Therefore, 79.9% of employees in one way or another have to postpone work important for the development of the company entrusted to them and do other work. When a company's management cuts off nearly 80% of its employees from important work to other non-important work, can these employees be as highly satisfied with their jobs as the survey results show? In our opinion, no.

Table 15. Importance of financial remuneration in choosing a job (A42 - Is the financial remuneration of labor decisive in choosing a job?)

List of answers	Overall average		
	Quantity (frequency)	Percent	Cumulative percentage
Yes	1296	82,6	82,6
No	273	17,4	100,0
Total	1569	100	-

Source: Compiled by the authors

The Survey of Employers' Job Satisfaction in Georgian Companies

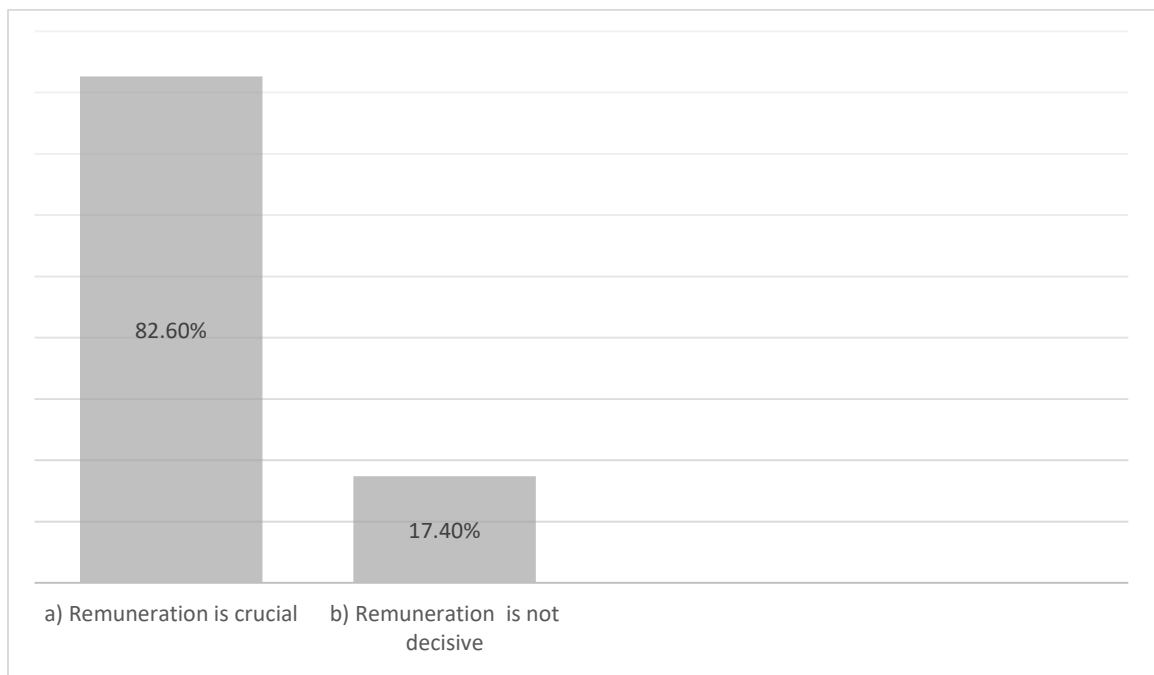


Figure 15. The role of financial remuneration of labor in choosing a job

Source: Compiled by the authors

Table 16. Postponement of important work by employees to do other work (A51 - Do you often have to postpone important work to do other work?)

List of answers	Overall average		
	Quantity (frequency)	Percent	Cumulative percentage
I don't have to at all	315	20,1	20,1
Rarely	1020	65,0	85,1
Often	211	13,4	98,5
Always	23	1,5	100
Total	1569	100	-

Source: Compiled by the authors

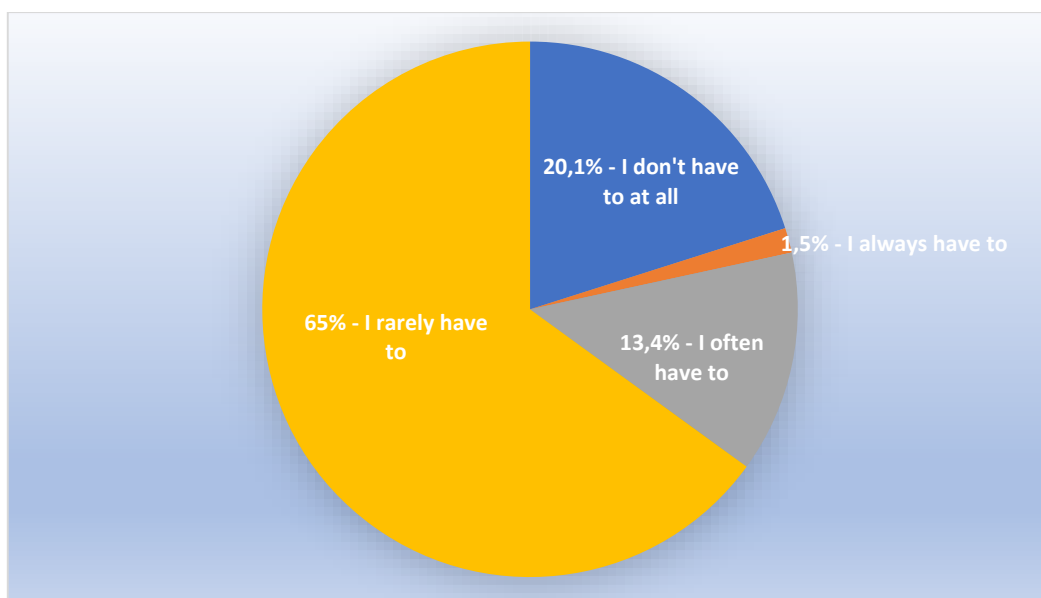


Figure 16. Postponement of important tasks by employees in Georgian companies to perform other tasks

Source: Compiled by the authors

The Survey of Employers' Job Satisfaction in Georgian Companies

We also noticed that the employees still do not make big demands to the employers and are satisfied with little. This especially applies to internal factors - forms of qualification improvement, involvement in management decisions, etc. We were convinced of this by the answers we received to various questions, for example, it turned out that raising the qualifications of employees in Georgian companies is done in rather outdated ways (informational meetings, internal mentoring, etc.) and rarely. Then the employees should not be satisfied with these forms and should demand new forms of personal growth and development. In particular, experimental training (when employees participate in role-playing games), e-learning (internet-based training in which employees participate in multimedia simulations), CD-ROM/DVD/method (when media means teach clear technical methods to employees etc. (Day, Sleicher, Unckless, & Hiller, 2002). And finally, continuous organizational learning.

This new method of raising the qualifications and personal growth of employees, which has already been massively spread in the USA, Japan and elsewhere, is not even requested by the employees of the Georgian companies involved in the research. However, this method appeared in the USA in the 80s of the 20th century and then, like a wave, swept over the entire civilized world. Continuous learning organizations, or self-learning organizations, are teams of people who are constantly improving their capabilities in order to achieve the desired results" (Synergy Group Status Collection, 2012). We would like to say the same about single-track and two-track education, which is also widely spread in foreign countries, unlike Georgia (Армстроунг, 2012). In our opinion, the main reason for this is the employees' lack of access to knowledge of these methods. The fact is that such news is mostly distributed on the Internet in English. Not all employees know this language. Many do not even have access to the Internet. So, this issue can also be resolved in Georgian companies.

This problem also existed in some other countries at the beginning of the 19th century. They have overcome this problem in different ways. For example, Finland implemented an education program for the adult population (older generation). It is called a free educational program, and there the older generation learns various necessary languages and other innovations. As Finnish scientists say, "this training (courses) gives the older generation new skills and also teaches them how to live in a new order" (Taipale, 2018). The adult generation employed in Georgian companies also faces this problem, and therefore their demands towards the management of the companies are reduced.

The same applies to informing employees about changes intended to be implemented in companies. Research has shown that employees in Georgian companies are informed about this issue and, in fact, they are even completely satisfied with it. This is no longer enough for the employment of companies in highly developed countries abroad. They require direct involvement in decision-making on these changes. Staff actively involved in work changes are expected to be two and a half times more likely to achieve high performance than their colleagues who are less involved (Watson Wgatt Worldwide, 2007). Foreign companies know this and therefore encourage such involvement. The situation in Georgia is completely unprecedented. It seems that the employees of Georgian companies are either motivated by the "instinct of self-defense" against the changes (so as not to be fired), or they do not have enough knowledge on the issue. We remind them that "Changes are not opposed by ignorant people, but by competent people, and if you are like that, don't be afraid, you will not be fired" (Synergy Group Status Collection, 2012, p. 174). Here are what scientists recommend to employees in general S. Robbins and M. Coulter: "You don't have to routinely accept every change you make. If you think that the proposed change will not bring results, admit it, voice your concerns constructively, and if you think that the change is useful, support it sincerely! (Robbins & Coulter, 2019, p. 489). It is desirable that people with low development employed in Georgian companies should be aware of these tips. As we mentioned above, if, like in Finland, educational centers for the older generation, training courses, public universities, civil schools and others are organized with state funding in Georgia, then the knowledge and education of the employed older generation in these and other issues will increase, and similar to foreign employees, the quality of their demands towards employers will also increase.

Job satisfaction of employees leads to their loyalty to the employing company. Loyalty is a phenomenon that belongs to intangible assets and whose role in the company's success is undefined. Loyalty research is actively being conducted abroad (scientists Salancik, Porter, Starz, Burney, Buchanan, Etzioni, Movdau and others), however, this topic is new there as well. There is only one mini-research on loyalty in Georgia, which was conducted in a pharmacy chain and gas stations (Kharkheli & Jincharadze, 2017). Its purpose was not to determine the relationship between employee job satisfaction and company loyalty, or to show the role of loyalty in the company's success, but to determine the differences between genders (women, men) in loyalty. Despite this, it is good that interest in this topic has also appeared in Georgia, and we should expect new research.

Thus, the present article, which is based on the results of our research on job satisfaction of employees in Georgia, includes quite a lot of confusion and incompatible answers. This means that the research on this problem should be continued in depth with a more detailed questionnaire, for this purpose it will be necessary to perfect the questionnaire and take in-depth interviews from the respondents. It will be necessary to conduct preliminary informational meetings with the respondents.

The Survey of Employers' Job Satisfaction in Georgian Companies

CONCLUSION

The present article was written on the results of the research that we conducted in Georgian companies. The research was conducted with a 54-question questionnaire. 12 of them were all about the satisfaction of employees with their work. We used the answers to two more questions to control the answers received. Overall, the study showed that 92.6% of employees are completely or partially satisfied with their work. Moreover, this satisfaction is not related to external factors of stimulation - salary, bonus, etc., rather, it is based only on internal incentives - doing a pleasant job, the prospect of career advancement, etc.

In such a poor country as Georgia, we considered it unrealistic to get 92.6% job satisfaction among employees based only on internal factors. We were convinced of this by the inconsistent answers of the respondents to questions of the same content in different contexts. For example, on question 46, they assess the influence of material interest in doing work by only 22.8%, and on question 42 - Is the salary decisive when choosing a job? - 82.6% of the respondents state that this factor is decisive. Of course, these answers are mutually exclusive, and when 78.3% of fully and partially employed employees do not like the salary policy in the company, which was determined by our research, all this should not cause them satisfaction, but dissatisfaction. At such times, the answers obtained from this study are contradictory.

In our opinion, such a result of the research was caused by: lack of knowledge of the importance of the research issue on the part of the respondents, insincerity and carelessness in the answers and lack of depth of the research itself. It is necessary to continue the research in a larger format and in more depth. In addition, it is necessary to conduct informational meetings with the respondents before starting the research, where the importance of this issue will be discussed.

REFERENCES

- 1) Armstrong, M. (2012). Human resource management practice.
- 2) Baghaturia, G., & Baghaturia, O. (2015). Strategic planning in public administration and business tasks. Tbilisi.
- 3) Bawn, D. (1976). Industrial Psychology.
- 4) Chokheli, E., Kharkheli, M., & Makasarashvili, M. (2023). UNDERSTANDING THE THEORETICAL AND PRACTICAL ASPECTS OF SELF-MANAGEMENT. Ecoforum, 12(3).
- 5) Day, V., Sleicher, D., Unckless, A., & Hiller, J. (2002, April). Self-Monitoring Personality at Work: A Meta-Analytic Investigation of Construct Validity. *Journal of Applied Psychology*, 390-401.
- 6) Etzioni, V. (1961). The Devoted Position for the Organization.
- 7) INC, N.-Y. H., & Buchanan, R. (1974). Personality.
- 8) Kanter, R. (1968). Work Satisfaction and Organization Satisfaction.
- 9) Kharkheli, M. (2022). The Impact of the Pandemic on Human Capital. *Human Capital Index. Globalization and Business*, 13, 61-64. <https://doi.org/10.35945/gb.2022.13.009>
- 10) Kharkheli, M., & Jincharadze, T. (2017). Loyalty of personnel to the organization as its intangible asset. *Business and legislation*, 2.
- 11) Mowday, R., Porter, I., & Steers, R. (1982). Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover. Academic Press, 30.
- 12) Moy, D., Gilson, R., & Harter, I. M. (2004, March). The Psychological Conditions of Meaningfulness, Safety, and Availability and the Engagement of the Human Spirit at Work. *Journal of Occupational and Organizational Psychology*, 11-37.
- 13) Narmania, D., Vardiashvili, N., & Morchiladze, G. (2023). THE ROLE OF SELF-MANAGEMENT IN PERSONAL DEVELOPMENT. Ecoforum, 12(3).
- 14) Narmania, D., Chokheli, E., Keshelashvili, G., Kharkheli, M., Kikutadze, V., Gulua, E., Vardiashvili, N., Topuria B. and Gavardashvil, D. (2021). TSU Competitiveness Assessment Based on the Research of University Entrants' Attitude. Book, EUSER PUBLISHING. July 19,
- 15) Paichadze N., Chokheli E., Keshelashvili G., Kharkheli M., Tielidze Sh., Tchuradze G. (2016). Employment challenges in Georgia (An Analysis of Public and Private Sector), *International Journal of Management and Applied Science*.
- 16) Paichadze N., Chokheli E., Keshelashvili G., Kharkheli M., Tielidze Sh., Tchuradze G. (2016). Issues of Improvement of HR Management in Public Sector of Georgia. *Proceeding of 24 International Academic Conference 28 June -1 July 2016*. Barcelona, Spain.
- 17) Porter, E., Steers, H., & Bonlian, S. (1974). *Modern Human Relations at Work*. Duden Press.
- 18) Robbins, S., & Coulter, M. (2019). *Management*.
- 19) Salancik, V. (1974). *Emotions of Human-Person*.
- 20) Steers, G. (1979). *Annual Review of Psychology* New-York. Academic Press.

The Survey of Employers' Job Satisfaction in Georgian Companies

- 21) Synergy Group Status Collection. (2012). Management of modern organizations.
- 22) Taipale, I. (2018). One Hundred Social Innovations of Finland. Tbilisi State University Publishing House.
- 23) Watson Wyatt Worldwide. (2007). Driving Employee Dance.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0 (<https://creativecommons.org/licenses/by-nc/4.0/>)), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.