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JOB SATISFACTION IN THE CONTEXT OF TEAL ORGANIZATION

A b s t r a k t: In recent years, a significant number of studies has been conducted to define satisfaction and its impacting factors. This research aims to assess whether the employees of teal organizations show higher satisfaction than their equivalent in traditional organizations. That could be due to various features like: friendly work environment, value culture, flat organization structure, workers empowerment, relationships, self-management. Each of those on its own is considered to improve work satisfaction and therefore the question is, if in an organization, where all of these factors are accumulated, the work satisfaction is significantly higher? To verify that hypothesis, the pilot research was carried out during a conference dedicated to teal organizations.

K e y w o r d s: self-managing organizations, teal organizations, holacracy, job satisfaction

J E L C o d e: J53, L22

INTRODUCTION

The level of satisfaction with one's job and a person's effectiveness in a company depends on different factors which can be divided into few categories: organizational, social and personal. During the last decade, quite a lot of discussion has taken place in the corporate and scientific world on how to create a better workplace, where employee could perform better. Interest covers various aspects and solutions taking into consideration monetary and non-monetary motivation factors. When it comes to effective human resource management, the most meaningful aspects are considered to be the organizational culture, values, work environment and relationships. All of these stimulate the overall effectiveness of an organization.

Various new management techniques have been established to take the challenges related to decreasing job satisfaction. One of them is management

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through commitment. It is a comprehensive and dynamic concept of employee management through conscious actions and a set of instruments. It aims to create and strengthen interpersonal and intergroup relationships based on internal mechanisms of motivation resulting from common goals and common values, as well as mutual respect and trust of social partners. [Juchnowicz 2013] Another approach to meeting employees' satisfaction would be what's called a 'teal organization', which is considered to be the next level of organizational development. Teal organization is characterized by: friendly work environment, value culture, flat organization structure, workers empowerment, employee relationships, self-management and intrinsic motivation. The author of this paper raises the question, whether in a teal organization, where the employee identifies themselves with organization's values and purposes, the job satisfaction is higher compared to a traditional organization.

1. WORK SATISFACTION IN THE LIGHT OF LITERATURE REVIEW

Over the years, job or work satisfaction has been the focus of numerous studies and a variety of definitions have been created to explain that phenomenon. Job satisfaction is most often considered in terms of people's attitude towards their professional duties. This is consistent with the psychological understanding of attitude as the internal component of man, which predisposes him to behave in a certain way concerning the factor causing it. This means that an attitude is largely generated by external situations experienced by a person. A specific feature of this attitude is its evaluative character, which can take the form of neutral to affective judgement, positive or negative. A person having high job satisfaction will have a positive attitude, while a dissatisfied person will have a negative attitude towards work. [Kulczycka, Bukowska 2003]

Undoubtedly, satisfaction might be a positive feeling but it's also very subjective. A situation that causes satisfaction in one person, might not necessarily have the same effect on another. It consists of many elements and many factors can affect it. Satisfaction may appear as a result of comparing previously established expectations based on experience, individual requirements, dreams, transmitted information and promises with the actual situation or specific experience. Due to this multitude of personalized and differently valued factors, it is difficult to predict which activities will be satisfactory for particular employee. It leads to a simple conclusion that satisfaction is linked to the distinction between expectations and actual perception of certain situation. Similar to when the actual event or result exceeds expectations generating enthusiasm and loyalty. When an actual outcome does not meet expectations, that leads to dissatisfaction. An important conclusion from these considerations is the fact that there is less con-

nection between satisfaction and real situation, but rather between satisfaction and perception of particular situation. [Mrówka 2000]

Job satisfaction is derived from and is the result of many interrelated factors. Most important ones can be classified into three categories: organizational, personal and social factors. There also exist many types of dependencies between them [Wudarczewski 2013]. Salunke [2015] has extended that categorization, including cultural and environmental factors as well. According to this, the following types of factors can be distinguished:

- Individual factors – that include personality, education, intellect, age and marital status.
- Social factors – social elements are all things in the social environment of the workplace, such as working relationship with colleagues, interaction and informal association with colleagues.
- Cultural factors – these are employee's beliefs, attitudes, values, and religious elements.
- Organizational factors – these are elements directly related to the organization like the size of the organization, structure of the organization, employee-employer relationships, management abilities, leaderships and delegation.
- Environmental factors – these are elements of influences on the environment around employment, like economic, social, technical and even governmental or political influences.

Salunke [2015] characterizes work environment with apparent and open communication, stability of work-life balance, impartiality and consistency. According to the Spector [1997], when it comes to working environment the most important aspects are safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision-making process of the company.

Within social factors one is emphasized to be the most important: working relationships. The relationship between employees of the same level as well as between employees and supervisors affects the mood and energy, and consequently, the performance of each employee. In literature, three types of workplace relationship are outlined: management flexibility, co-worker relationship and social relationship. The first one, management flexibility refers to the effort to balance the work and personal life. Co-worker relationship means a harmonious working relationship between employees working together as they should be able to interact with their colleagues freely without any concerns. Finally, the social relationship category is related to group bonding in which employees feel comfortable enough with each other to form a social activity group such as lunch buddies or movie club [Abun et. al. 2018].

Organizational culture has a significant impact on the way the organization operates as a whole. Its importance in the way employees perceive organizational reality and the values it presents, affects both the individual approach of employees to the tasks delegated to them as well as the diversity of cooperation methods. According to Syauta et. al. [2012], organizational culture has a positive influence on job satisfaction and employee performance. Organizational culture is defined by Gibson et. al. [2005] as the system that penetrates values, beliefs and norms in each organization. Organizational culture can have an enormous impact effectiveness depending whether the employees embody the value presented by the employer. Kulczycka and Bukowska [2003] conclude that the level of adaptation of each employee depends on the personnel management methods, given their basic requirement is for the company to meet their needs and professional expectations. All of that directly impacts the level of experienced job satisfaction. Since company's values are mostly defined upfront, it is important to select employees that show compatible work values.

Work-related values are permeated by general values of each individual, as well as areas of life other than work. As attributes, work-related values arbitrate between motivating external factors and the individual's affective orientation. They set our standards, motivations, expectations, and principles and guide us to take a position on work-related issues and to determine the type of profession we choose. Employee's satisfaction is heavily influenced by his or her work-related values, which also reflect each individual's attitude towards overcoming obstacles on the way to achieve professional satisfaction. Those values can easily motivate an individual to achieve and maintain satisfaction with their current job. Recognizing and respecting employees' values and beliefs is a well-established way of keeping them satisfied at work [Ravari et. al. 2012].

According to Anh et. al. [2003], another important factor, which can influence job satisfaction, is job autonomy. The more autonomy, the greater job satisfaction is since workers have more freedom to determine their effort and work schedule. Furthermore, as workers are given more control over how to carry out their tasks, the level of their job satisfaction also increases. Ahn's research reveal that the level of autonomy at work has a greater impact on all domains of job satisfaction for females than for males. This is especially significant when it comes to the impact of job autonomy on the importance of a specific job. Research confirms that the autonomy of an individual is important for the achieved results, job satisfaction, well-being and increased work motivation. From the perspective of the organization employing an autonomous employee and organizing work in the form of autonomous teams, the basic benefits of autonomy are: efficiency and effectiveness as well as satisfaction, improvement of quality, increase of innovation, reduction of costs, as well as limited staff turnover [Rutkowska, Susabowska 2015].

Scientists considered extending employees' autonomy as a one of the main components when it comes to empowerment in management. Empowerment may be viewed in two different ways. One approach is to consider empowerment as actions taken by organizations to share power and decision-making. Another one looks at empowerment from a psychological perspective. In this approach, empowerment is viewed as the perception or attitudes of individuals towards their work and their role in the organization [Regina et. al. 2006]. Pelit et. al. [2011] published their findings which include the correlation and regression analysis indicating that psychological and behavioral empowerment has a significant effect on job satisfaction, and the effect is much greater when psychological and behavioral empowerment are taken as a whole.

Organizational structure is mentioned as a one of the factors affecting job satisfaction. There are a lot of different theories and definitions describing organizational structure. Robbins [1990] e.g. defines organizational structure as one of organization components that consists of elements of complexity, formalization, and centralization. Organization structure has a big impact on job satisfaction. Nevertheless, the effect depends on dimensions of structures and complexity. For example, over centralization of organizational structure, stressed a strictly defined hierarchy governed by clearly described regulations and lines of authority would kill initiatives and subsequently cause loss in job satisfaction. With increasing complexity, size of today's organization and level of components of job satisfaction, organization are opting for a mixed structure which combines the benefits of all forms of organizational structure and this goes a long way to enhance optimization of job satisfaction by workers [Thomas 2015].

Juchnowicz emphasizes how big of an impact on employee satisfaction the size of company has. According to her research [Juchnowicz 2013] the satisfaction increases accordingly to the size of the organization. The highest level of satisfaction is recorded in the employees of big companies, that means more than 250 employees. The staff of micro companies has the level of satisfaction below average in Poland. Juchnowicz also concludes that achieving employee satisfaction is a condition for applying a modern management concept in the company, which results in achieving the attitude of effective involvement of internal stakeholders. It is also one of the important internal incentives, that promotes the realization of the immunity values and goals. The organizations using modern management concept, with the possibility of working flexible hours in a flat organizational structure with high level of employee independence and responsibility, exhibit decentralized decisions where the employer has a close contact with employees and results in management through values, transparency and direct communication [Juchnowicz 2013]. An example of modern organizations that meet the above assumptions are teal organizations.

2. TEAL ORGANIZATIONS

Teal organizations have been identified, described and propagated by Laloux [2015]. After examining several organizations, he has distinguished three breakthroughs that a teal organization is characterized by:

- Self-management: system based on peer relationships, without the need for either hierarchy or consensus.
- Wholeness: consistent set of practices that invite employees to reclaim their inner wholeness and bring all of who they are to work.
- Evolutionary purpose: members of the organization are invited to listen in and understand what the organization wants to become, what purpose it wants to serve.

Each of these breakthrough characteristics is accomplished by many unique daily practices that diverge from traditionally accepted management methods. Organizations considered to be teal differ from traditionally managed organizations mainly in the organization structure, staff functions, coordinating activities, project management, decision-making process, crisis management, performance, information flow and processes related to human resource management [Laloux 2015]. According to Blikle [2017] the following practices are applied in teal organization:

- achieved goals contribute to changing the environment for the better;
- organizations are built based on trust, responsibility and partnership;
- cooperation instead of competition;
- motivating through self-realization, identification with the organization's goals and employee participation;
- self-management based on autonomous teams, instead of traditional command and control management;
- network process structures instead of hierarchical systems. The most common structures are parallel teams, individual networks contracting and nested teams [Ziębicki 2017].

Juchnowicz [2017] defines a teal organization as a self-engaging entity, whose main unique features are: effective organization activities, identification and stability, i.e. physical, emotional and intellectual commitment to the organization, professional passion and independence of action in non-standard situations, following the interest of the organization.

Teal organizations are compared to a living multicellular organism [Laloux 2015], in which there is no central control, and cells with different functions cooperate, commissioning themselves to perform various tasks [Blikle 2017]. An example of an organization created with the use of this model can be the Holacracy company. Holacracy as a system is a framework which supports the implementation of teal practices. Holacracy, through their flat management

structure, creates a peer to peer workplace with clear roles and accountabilities, elimination over analysis, giving the autonomy to teams and individuals and continuously evolving the organization's structure allows to run the business more effectively. Moreover, due to unique holacracy practices co-workers are proven to be more involved in their work. [Nevena et. al. 2016]

Typical for self-managing organizations is more emphasis on autonomy and less on controls, direct supervision and procedures. By providing their employees more autonomy and less constraints, organizations hope that the satisfaction of their employees will increase [Groen 2018].

3. STUDY DESCRIPTION

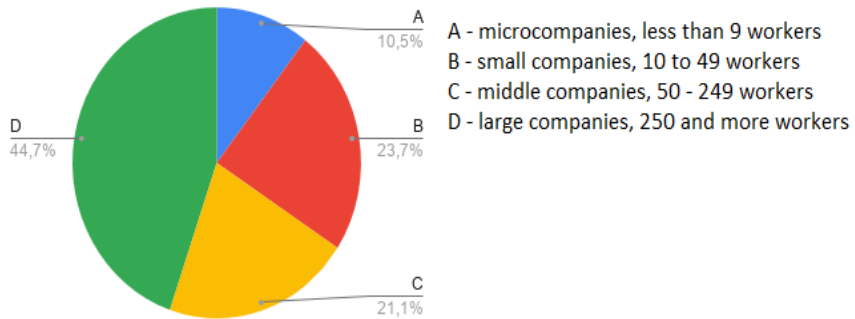
The study was carried out during the conference on teal organizations, which took place in Cracow on the 9th of November 2019, with the use quantitative methods – survey research. The conference was organized by a community called *Turkusowe Śniadania* which aims to spread and raise awareness about reinventing organizations. *Turkusowe Śniadania* was set up in 2018 and counts 2300 members interested in topic of how to transform organizations in order to build better workplace. This event was chosen to research due to access to people who understand what teal organizations are. Both organizers and speakers are very experienced in implementing, developing and running teal organizations. Each participant of this event was asked to complete the questionnaire. Questionnaire consist of 6 questions in form of single choice questions. 41 out of 70 participants filled in the questionnaires, which were used to collect data for the pilot study. Although this event was dedicated to people gathered around the *Turkusowe Śniadania* community, a lot of participants were not part of that organization. It shows that that teal way of management is becoming increasingly popular within workforce.

4. RESULTS

38 out of 41 questionnaires were taken into consideration, as 3 questionnaires were not fully or not correctly filled out. 28,9% of people surveyed currently work in teal organizations, with all of them belonging to private sector. Figure 2 shows the division of respondents by size of companies they are working for.

36,84 % of respondents pointed out the autonomy as one of the most important factors affecting their job satisfaction. The detailed breakdown of factors affecting the job satisfaction is shown in the Table 1.

Figure 2 Division of respondents by size of companies



Source: own

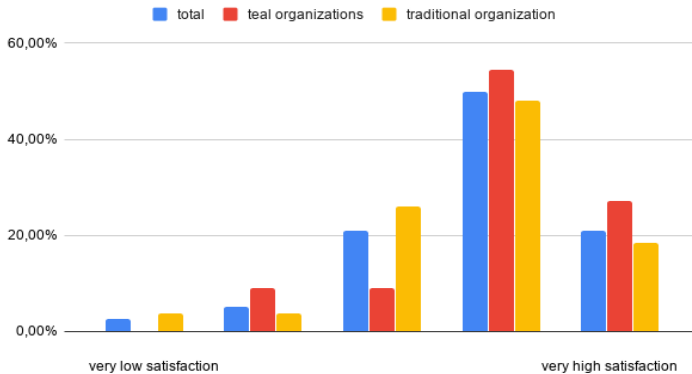
Table 1 Factors affecting job satisfaction

	Teal organizations			Traditional organization		
	3pkt (%)	2 pkt (%)	1 pkt (%)	3 pkt (%)	2 pkt (%)	1 pkt (%)
Payment			27,27%	14,81%	11,11%	11,11%
Professional development		9,09%	9,09%	18,52%	18,52%	11,11%
Personal development	18,18%	18,18%	27,27%	14,81%	18,52%	18,52%
Promotion				3,70%	3,70%	
Recognition			9,09%	3,70%	3,70%	11,11%
Autonomy	45,45%	9,09%		33,33%	22,22%	14,81%
Supervision	9,09%					
Working condition			18,18%		3,70%	11,11%
Interpersonal relation		45,45%	9,09%	7,41%	11,11%	18,52%
Pro-social behavior	9,09%	9,09%		3,70%	7,41%	3,70%
Low stress level	18,18%	9,09%				
Job security						

Source: own

On average, the level of satisfaction for all respondents is equal to 3.8 and there is a slight difference in satisfaction between teal (4.0) and traditional (3.7) organization's workers. Only one person indicated that his/her satisfaction is very low. The Level and relationship between satisfaction in teal and traditional organizations shows Figure 3.

Figure 3 The Level of satisfaction



Source: own

This study is limited by several factors that must be considered when evaluating findings and conclusions. First, it analyses a limited number of respondents (11), all of which are working in teal organizations. There is also a difficulty in verifying if respondents work for a teal organization. It is only possible to judge on practices which indicate that the company can be classified as a teal organization. Neither of verification models exist yet.

5. DISCUSSION

Job satisfaction is a general expression of employees' positive attitudes built up towards their jobs. Workers maintain a certain attitude towards their jobs as a result of diverse features of their job, social status that they've gained from their jobs and experiences in their job environment. Teal organizations provide a unique model of management with flat organization's structure, autonomy, employee participation, self-organization, employee influence on working environment and extreme transparency. All these characteristics should in positive way affect job satisfaction and according to survey teal organization's workers exhibit slightly positive attitude to their job. It is worth to emphasize that both teal organizations workers as well as traditional organization employees indicate the autonomy as the most important factor affecting their job satisfaction, which is also consistent with the research published by Sedlak&Sedlak¹. Their survey shows that more than half of Poles (54%) feel satisfaction from the level of autonomy at the place of employment. They also indicate criteria that influence the satisfaction from autonomy in workplace, particularly: making independent decisions, proposing your solutions, freedom when performing tasks, the opportunity to convey own ideas to supervisor, increasing independence over time. Author's research didn't recognize any type of work type performed, work department,

¹ Ogólnopolskie Badania Satysfakcji z Pracy, marzec 2011r

age and gender of examined, seniority and the level of income, in the pilot study. There is also a difficulty in reviewing whether the organization checked in the pool as teal meets the requirements of the teal organization, no appropriate metric has been designed as of yet. Including previously mentioned elements, it would allow to give more information on what indicators of teal organizations influence the most on job satisfaction. Regarding previous conclusion, the further studies are necessary. One of the more important research recommendations is to design a metric, which could allow verifying whether a given organization can be considered and classified as teal. The good way of conducting the further studies is to carry out the surveys within the teal organization.

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SATYSFAKCJA Z PRACY W KONTEKŚCIE ORGANIZACJI TURKUSOWYCH

Abstrakt: W dobie rynku pracownika pracodawcy prześcigają się w pomysłach jak przyciągnąć i utrzymać zatrudnionych w organizacji. Satysfakcja z pracy jest miernikiem pozwalającym określić stopień spełnienia oczekiwań pracownika w stosunku do jego rzeczywistej sytuacji. Na satysfakcję pracownika ma wpływ wiele czynników takich jak czynniki osobiste, społeczne i organizacyjne. Bardzo indywidualne pod względem zaspokojenia potrzeb pracowników są organizacje turkusowe, zapewniające przyjazne środowisko pracy, kulturę organizacyjną opartą na wartościach, płaską strukturą organizacyjną, upodmiotowienie pracowników, samorządzenie oraz autonomię. Każdy z wymienionych czynników ma pozytywny wpływ na satysfakcję z pracy, jednakże autorka artykułu stawia pytanie czy w organizacji, w której wszystkie te czynniki występują łącznie, satysfakcja z pracy jest znacząco wyższa. W celu zweryfikowania tej hipotezy przeprowadzone zostały badania pilotażowe podczas konferencji poświęconej organizacjom turkusowym.

Keywords: organizacje samorządzące, turkusowe organizacje, holacracja, satysfakcja z pracy

