



THE RELATIONSHIP BETWEEN REMOTE WORK AND JOB SATISFACTION: PERCEIVED AUTONOMY AND TELECOMMUTING INTENSITY – EVIDENCE FROM BOSNIA AND HERZEGOVINA

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Abstract

Remote work is an already existing concept performed in many countries. However, due to the impact of the COVID-19 pandemic, remote work has spread rapidly all over the world and has become a preferred way of working in different industries, where this concept is applicable. This study is focused on the relationship between remote work and its impact on employee job satisfaction, in various industries in Bosnia and Herzegovina. The sample of the research I included only participants living and working in Bosnia and Herzegovina (most of them from the capital city of Sarajevo). A survey is conducted among participants of different industries according to set, valid scales, after which statistical analysis for data is performed using SPSS and Microsoft Excel. Bearing in mind the fact that at the moment, there is no research of this kind conducted in Bosnia and Herzegovina, it is necessary to examine how remote work affects employees' job satisfaction while taking perceived autonomy and telecommuting intensity as one of the variables. The results of this research will provide organizations ability to understand job satisfaction and perceived autonomy related to the concept of remote work. It will help increase employees' level of job satisfaction, which will result in increased work effectiveness combined with a higher quality of new hires. For future studies, this research can be replicated on a bigger sample and used in comparative studies with other countries to further upgrade the study.

Keywords: Remote work, Job satisfaction, Perceived autonomy, Bosnia and Herzegovina



INTRODUCTION

The concept of remote working has been implemented in many different industries around the world, but not so many studies have dealt with this topic. Remote working can be defined as a concept where an employee chooses a location that isn't the usual working environment, the office (Hatch, 2006). This paper will examine the relationship between job satisfaction and remote work. Today, job satisfaction is studied through various aspects: sociological, behavioral, communication, ethical, legal, cultural, and economic. Job satisfaction is a universal process and as such is applicable in many different life situations.

This is most likely due to a lack of understanding of the process itself or its unnecessary mystification. One of the causes has its roots in the past, which is characterized by competing approaches and strategies. As such, they usually do not respect or moreover disrespect the needs of the other side. To be able to consider the characteristics of whether it correlates with job satisfaction in teleworking/Online, it is necessary to determine beforehand whether it represents.

Remote work as a term has changed through history. There had been various terms such as teleworking, telecommuting, and finally future of work. There are different scientific insights. Along this track, the eye of the second half of the 20th century, there was progress in explaining the construct of personality, so it was evident that personality is one of the more important factors in predicting work behavior. How to describe personality traits? "It is considered that the optimal set of descriptors of personality traits should consist of all kinds of words relevant to this description: adjectives, adverbs, adverbs, verbs, and nouns." This means that the best practice is to use as many different words as possible as a determinant for the description of an individual's personality. Personality traits, as it is very well known, influence how a person copes with stress, how well he endures work under pressure, and how he reacts to various, unpredictable phenomena in his work environment.

The goal of every employee who works remotely/ Online should be to understand how he can help the company for which he works, and also how the company can help in personal achievement, achieving its own goals and satisfaction. The consideration of these questions will give a real and objective picture of one's strengths. The final result of the employee's activities is never predetermined and often a well-prepared and experienced manager can organize remote/ online work well, thus achieving comparative advantages, reducing costs, and overpowering his competitors using their weapons in achieving their own goals.

Modern Online business is imperative for managers, which is a fundamental skill not only for successful management but also for the successful performance of work tasks.

The principles of teleworking and business depend on the identity of the parties involved, their culture, or their eventual business success. Different conditions can affect the success or failure of teleworking. In defining the goals of teleworking, it is important to distinguish: questions, positions, interests, and options. Investigating this topic, the subject of the final paper is the analysis of job satisfaction and teleworking, in the function of win-win solutions in terms of job satisfaction and teleworking. Attracting, developing, and retaining personnel is the theme of this master's thesis.

LITERATURE REVIEW

Teleworking

Teleworking/ Online is also a process in which every employee who participates in work activities tries to achieve the best possible results. Online or remote business appears in business domestic and international organizations, legal proceedings, among nations and personal situations, but also everyday life in which people communicate through social networks and channels of communication with friends.

Job satisfaction

Today, job satisfaction is studied through various aspects: sociological, behavioral, communication, ethical, legal, cultural and economic. Job satisfaction is a universal process and as such is applicable in many different life situations. This is most likely due to a lack of understanding of the process itself or its unnecessary mystification. One of the causes has its roots in the past, which is characterized by competing approaches and strategies.

Motivational methods

Salary as a factor of job satisfaction

Salary can be one of the factors of job satisfaction, but also a source of extreme dissatisfaction. The salary of the employee represents the monetary value of the work that is done and is calculated according to a certain formula. It is adopted that different tasks at work have different value and are taken into account: the difficulty of performing tasks (referring to physical and psychological effort), the time it takes to complete a task, the level of responsibility that the employee has, and numerous other parameters.

Progression as a factor of job satisfaction

The possibility of advancement. That is as is colloquially often said) climbing the scale of the organizational structure in one company, is of great importance for employees. It is

important for employees to know that they can progress if they do a quality job. This is a very important motivator, on the basis of which someone can be more or less satisfied with their work.

Manager's experience and approach

Management as a factor of job satisfaction

Management can largely have an impact on how satisfied employees are with the organization in which they work. If the manager has chosen the wrong strategy or poor management style, it can be expected that the employees, that is, subordinates, will be dissatisfied. Leadership styles can be classified into three categories:

1. Autocratic
2. Democratic and
3. Laissez – faire.

Autocratic style represents a way of leadership in which all power is concentrated in the hands of one person. This is a person who has the power to make decisions in a labor organization.

The democratic management style implies the cooperation of managers and employees, in which employees are involved in the decision-making process. Managers who use democratic style are positively oriented, have an understanding of their employees, perceive their needs and provide them with full support in their work.

Laissez – faire style of running a company is to lead with minimal involvement of managers in the work of employees. Employees of the company have "free hands" and a high degree of freedom in deciding how to do their job. Laissez-faire managers leave it up to the employees to decide independently in the realization of all the tasks related to their activity.

Associates as a factor of job satisfaction

Kundid states in its research on the example of Spegrainženjering d.o.o. that "Developing good relationships with associates and employees in general is an important responsibility of managers, so the activities and behaviors that managers can take to contribute to the development of good relationships are listed:

- developing and maintaining mutual trust,
- inspiring coworkers,
- the ability to express empathy,
- encouragement to share ideas, opinions and views.

Productivity

Working procedures as a factor of job satisfaction

Working procedures serve the purpose of standardizing work and can have a positive or negative impact on the satisfaction of employees. If the working procedures are complicated, and in cases where more bureaucracy is expressed, the employee is less satisfied with his job. Dissatisfaction stems mostly from the fact that complex work procedures further complicate all aspects of job satisfaction, such as rewarding and advancing in a work organization.

Communication skills as a factor of job satisfaction

A formal relationship in the working environment must exist, and is manifested in healthy, high-quality and precise communication between employees with their superiors, and between work colleagues on the same team. It can often be read that people looking for work in their biography cite pronounced communication skills as an essential factor. A potential employer will pay attention to the communication capabilities of their current and future employees, as this ensures quality interactions within the organization.

METHODOLOGY

The theoretical part of the research was based on the available literature, and methods such as the inductive method, deductive method, method of analysis, synthesis method, comparison method, generalization method, description method, and classification method will be used.

In the empirical part of the research, a descriptive research design was adopted. The study was based on a sample of surveyed employees from various organizations in the Canton of Sarajevo and the Federal government of Bosnia and Herzegovina, to make the sample relevant, given that it is the most developed canton in Bosnia and Herzegovina, as well as other companies in Bosnia and Herzegovina. To obtain a result with a satisfactory level of statistical significance, special attention was paid to the appropriate structure of the sample. Sampling method used was purposive sampling. The survey was completed online. Descriptive statistics was used, within which the arithmetic mean, the standard deviation, and the minimum and maximum value of the response will be calculated. The data was presented in tables and graphically and interpreted theoretically.

The questionnaire was developed based on an examination of the relevant literature, reports, and case studies. The survey questionnaire was created from closed questions in the following form:

- Likert scales (possible grades: 1 - I absolutely disagree; 2 – I disagree; 3- I'm not familiar; 4 – I agree; 5 – I absolutely agree). This type of question will represent the majority of the questions asked in the survey
- Dichotomous questions (yes/no)
- Multiple-answer questions

The questionnaire was compiled in Bosnian and available online on the web link. The planned minimum number of respondents is 300, who are employed in various private and public sector companies on the territory of Bosnia and Herzegovina.

In addition to the data from this survey, secondary data was used, as well as other available data and research on strategies and tactics of distance/ online business and employee satisfaction. Available data and analyses on strategies and tactics of teleworking and employee satisfaction, related to the function of win-win solutions, was used.

For the purposes of this work, we conducted a survey on a sample of 306 respondents, managers in which all structures of interest for measuring the variable "job satisfaction" and distance work options are equally represented, in terms of age, education, gender and other essential determinants that make the group different.

Descriptive statistics was used, within which the arithmetic mean, the standard deviation, and the minimum and maximum value of the response were calculated. The data was further subjected to Correlation analysis.

RESULTS

A sample of 306 respondents employed by some of the companies in the Federation of Bosnia and Herzegovina shows that there are 52.9% of female respondents in the sample, and 47.1% of male respondents.

Table 1. Gender of the subjects

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	144	47.1	47.1	47.1
	Female	162	52.9	52.9	100.0
	Total	306	100.0	100.0	

Table 2. Age structure

Age years		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 25 years	42	13.7	13.7	13.7
	25 to 35	54	17.6	17.6	31.4
	From 35 to 45	54	17.6	17.6	49.0
	From 45 to 55	102	33.3	33.3	82.4
	More than 55 years	54	17.6	17.6	100.0
	Total	306	100.0	100.0	

When it comes to the age structure, it can be concluded that this segment of the representativeness of the sample is satisfied. Namely, in the sample there are the most subjects between 44 and 55 years of age, 33.3%, then three groups have 17.6% of respondents, between 25 and 35, between 35 and 45 and more than 55 years, while 13.7% of respondents are under the age of 25.

Table 3. Professional qualifications

Professional qualifications		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSS	114	37.3	37.3	37.3
	VSS	138	45.1	45.1	82.4
	Mr or Dr	54	17.6	17.6	100.0
	Total	306	100.0	100.0	

According to the results of the analysis of professional qualifications, the majority of respondents with VSS, 45.1%, then 37.3% of respondents from the SSS, and the fewest respondents have a master's degree or doctor of science.

Table 4. Company size

Your company counts workers		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 15	48	15.7	15.7	15.7
	From 15 to 30	84	27.5	27.5	43.1
	From 30 to 50	108	35.3	35.3	78.4
	From 50 to 100	36	11.8	11.8	90.2
	More than 100	30	9.8	9.8	100.0
	Total	306	100.0	100.0	

The demographic analysis also includes an analysis of the sizes of the respondents' companies, so it can be concluded that the largest number of respondents in companies employing between 30 and 50 employees, 35.3%, then those from 15 to 30 employees, 27.5%, do 15 employees is 15.7%, while the fewest respondents working in companies that have between 50 and 100 employees, 11.8% and 9.8% of those working in companies that have more than 100 employees.

The next part of the paper is dedicated to analyzing the attitudes of respondents regarding the relationship of the company in which they work towards them. Also, their satisfaction with the conditions of work, progression, material and intangible reward was examined.

Respondents were asked 36 questions, which answered according to a scale of 1 to 6, where 1 represents the lowest degree of stacking and 6 represents the highest. Due to too many claims, 36 of them are classified in the 7 following tables.

Table 5. Attitudes of respondents - Part 1

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I feel like I've been paid a fair amount for the work I'm doing.	306	2.00	6.00	3.4706	1.99875
There's really too little chance of getting ahead at my job.	306	1.00	6.00	3.3922	1.12343
My supervisor is quite competent in doing his job and doesn't care about Win-Win's mutual satisfaction.	306	2.00	6.00	3.4510	1.93697
I am not satisfied with the benefits/material rewards I receive for	306	2.00	6.00	3.7451	1.86103
When I do a good job, I get material recognition for it.	306	1.00	6.00	3.1765	1.13437
Valid N (list wise)	306				

According to the results of the analysis, it can be concluded that the respondents somewhat agree with the claims that they are not satisfied with the benefits/material rewards they receive for what they receive, then somewhat agree that their supervisor is quite competent in doing the job and does not care much for the Win – Win method. Also, the analysis showed that respondents disagreed to a small extent with the statement that they feel that they have been paid a considerable amount for the work they do, and that they really have too little chance of getting ahead at the work they are doing. The attitudes of

respondents are divided in terms of the claim that when they do a good job they get material recognition for it.

According to the results of the analysis, none of the answers in the first table are so convincing that it can be safely argued that this is the attitude of the complete surveyed group of employees.

Table 6. Attitudes of respondents - 2 part

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Many of our rules and procedures make it difficult to do a good job.	306	1.00	6.00	3.0196	1.09527
I love the people I work with and I worry about mutual satisfaction.	306	2.00	6.00	3.8431	1.82675
Sometimes I feel that my job is meaningless if I worry about the other side's satisfaction	306	1.00	6.00	3.4118	1.37676
I have good communication with the members of the organization, only if I am aware of the possible material reward for my efforts, commitment and achieved results.	306	1.00	6.00	3.2549	1.86103
The raises are too small and too hard to reach.	306	3.00	6.00	4.1569	1.82675
Valid N (list wise)	306				

Analysis of the second part of the questionnaire shows that respondents agree with the statement that the raises are too small that it is difficult to come by. Also, the respondents agreed with the statement that the people they like to work with worry about mutual satisfaction. Also, respondents agree to a small extent with the statement that sometimes they feel that their job is meaningless if they care about the outcome of the other party in the business activities. The other two claims show that the attitudes of the respondents are divided, in terms of claiming that they have good communication with the members of the organization, only if they are aware of the possible material reward for their efforts, commitment and achieved results in work and that many of their rules and procedures make it difficult to do a job well.

Table 7. Attitudes of respondents - 3 part

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. deviation
Those who work hard for the interests of the company have the opportunity to be promoted.	306	1.00	6.00	3.6667	1.36946
My superiors aren't fair to me.	306	1.00	6.00	3.3137	1.19820
The benefits we get are like the ones that employees in other organizations get.	306	2.00	6.00	3.9020	1.10892
I do not feel that during the commitment and mutual satisfaction of win-win solutions my company appreciated the same	306	1.00	6.00	3.0392	1.48382
My efforts to do a good job are rarely blocked by bureaucratic procedures.	306	2.00	6.00	3.7843	1.19530
Valid N (list wise)	306				

The above table shows that the respondents agree on the three claims made, on a larger or smaller scale, and thus, the respondents agree with:

- By claiming that the benefits they receive are like those received by employees in other organizations.
- That their efforts to do a good job are rarely blocked by bureaucratic procedures, which does not prevent them from doing so.
- That those who work diligently for mutual satisfaction for the interests of the company have the opportunity to be promoted.

Furthermore, the analysis shows that respondents have a divided opinion regarding the two analyzed claims in the previous table, namely:

- The claim that their superiors are unfair to them.
- That they do not feel that during the dedicated work and ultimately win-win solutions, their company appreciates any of what has been done, which is good for the company.

Table 8. Attitudes of respondents - 4 part

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I realized I had to work even harder at my job because of the selfishness of the people I work with.	306	2.00	6.00	3.8235	1.16854

I love the work I do, just because I'm aware of any material reward for my efforts and commitment.	306	2.00	6.00	3.6863	1.13062
The goals of the organization are not clear to me.	306	1.00	6.00	3.4314	1.36353
When I think of my salary I don't feel valued in my organization	306	1.00	6.00	3.4706	1.46235
People are moving up fast at the firm where I'm employed, as they are at any other firm.	306	2.00	6.00	4.0000	1.74217
Valid N (list wise)	306				

In Table 8, respondents agree with a larger part of the claims made, in a smaller or larger form, and thus the respondents agree with the following statements:

- People are moving up fast at the firm where I'm employed, as they are at any other firm.
- I realized I had to work even harder at my job because of the selfishness of the people I work with.
- I love the work I do, just because I'm aware of any material reward for my efforts and commitment.

Further analysis shows that with the two variables set, the subjects agree, but to a small extent, from the following variable:

- When I think of my salary, I don't feel valued in my organization.
- The goals of the organization are not clear to me.

Table 9. Attitudes of respondents - 5 part

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
My boss shows very little interest in employee sentiment.	306	3.00	6.00	4.8039	.84200
The benefits I have are acceptable.	306	1.00	6.00	3.9216	1.32828
There is very little reward for employees in my organization.	306	2.00	6.00	4.3922	1.17479
I have too many assignments that are oriented and at my own gain.	306	2.00	6.00	4.2353	1.96336
I enjoy and am as committed as possible in the course of work, only if I am aware of the possible material reward for my efforts and commitment.	306	3.00	6.00	4.7451	1.81405
Valid N (list wise)	306				

The analysis of the data shows that the respondents largely agree with the claims that their boss shows very little interest regarding the feeling of the stuck, the average value according to this claim is 4.8.

Then, the surveyors largely agree with the statement that they enjoy and are maximally committed during working hours, just in case they are aware of any material reward for their efforts and commitment, with an average score of 4.74. Also, respondents agree with the statement that there is very little remuneration of employees in the organization in which they work, where the average answer is 4.39. Respondents also agree with the statement that there are too many debts and goals in the form of business obligations that are oriented towards the profits of the company in which they are salted, and not to the satisfaction of the employees and in this case the average value of the answer is above 4. In the end, respondents agree with the statement that the benefits they have are acceptable.

Table 10. Attitudes of respondents - 6 part

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I often feel that I'm not privy to what's going on in the organization.	306	1.00	5.00	2.5490	1.91574
I feel proud doing my job, only if I am aware of any material reward for my efforts and commitment.	306	1.00	5.00	2.9020	1.22683
I feel pleased about the potential rise in pay.	306	4.00	6.00	5.2941	1.57125
There are benefits we don't get that we should be getting.	306	2.00	6.00	4.2353	1.02279
I love my boss because he appreciates the ethical approach in work and mutual satisfaction in the form of Win-Win solutions, and especially because I am aware of the eventual material reward for my efforts and commitment.	306	1.00	6.00	3.4118	1.30336
Valid N (list wise)	306				

Respondents largely agree with the statement that they feel satisfied with the potential rise in salary, with an average response value of 5.2941, which is also the highest rated claim of all analyzed so far. Also, respondents agree with the statement that there are benefits that they do not receive, and should, the average score per this claim is 4.2353. Respondents agree to a small extent that they love their boss, because they appreciate the ethical approach during the

performance of work and Win-Win solutions, and especially because they are aware of the possible material reward for their efforts and commitment.

Further analysis claims with the value of the answer below 3 show that the respondents do not agree with the aforementioned, namely:

- I feel proud doing my job, only if I am aware of any material reward for my efforts and commitment.
- I feel proud doing my job, only if I am aware of any material reward for my efforts and commitment.

Table 11. Attitudes of respondents - 7 part

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I'm swamped with a lot of paperwork that affects my satisfaction, and freedom and opportunity.	306	1.00	6.00	3.1176	1.59483
I don't feel my efforts have been adequately rewarded.	306	2.00	6.00	4.0980	1.21069
I am satisfied with the chances of potentially promoting Win-Win solutions in all aspects.	306	1.00	6.00	3.1961	1.23903
There are a lot of disagreements in my job if I look and change the value of mutual profits.	306	1.00	6.00	3.2745	1.20782
My job is a job to enjoy.	306	1.00	6.00	3.7059	1.61502
My work assignments are not entirely clear.	306	1.00	6.00	2.5686	1.14385
Valid N (list wise)	306				

The last table of the first part of the analysis shows that the respondents agree with the claims in two cases, out of a total of 6, namely the following statements:

- I don't feel my efforts have been adequately rewarded.
- My job is a job to enjoy.

Respondents have a divided opinion when it comes to three of the six above claims, where the average response of respondents is approximately 3, namely the following statements:

- I'm swamped with a lot of paperwork that affects my satisfaction, freedom and possibilities.
- I am satisfied with the chances of potentially promoting Win-Win solutions in all aspects.

Respondents do not agree with only one statement in the last table of the first part of the analysis, which is that the work assignments are not entirely clear, which shows, that the respondents understand their business obligations.

The following tables show the attitudes of respondents who are closely related to their behavior at work and how they feel at the same. The respondents responded on a scale of 1 to 5, where one represents the lowest level of agreement with the stated statement, and 5 represents the highest. The examined responses are set in 4 tables for easy examination and analysis.

Table 12. Attitudes of respondents regarding their behavior - 1 part

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I consider myself a social person and take care of the mutual Win-Win satisfaction of the parties to the company.	306	2.00	6.00	4.3529	1.08323
When I'm upset, I calm down quickly.	306	1.00	6.00	2.9412	1.38012
I can be shy sometimes in the course of work and doing work tasks.	306	1.00	6.00	2.9412	1.26094
I like to be the center of attention and dominate the way I do my job.	306	1.00	5.00	3.4902	1.24462
I believe that I am selfless and that the company's orientation towards Win-Win outcome in business activities is a better option in the long run.	306	2.00	5.00	4.3333	1.75964
Valid N (list wise)	306				

According to the results of the analysis from the previous table, respondents agree with the statement that they are selfless and that win-win outcome for the company is a better option in the long run. The average score per claim is 4.33.

Also, respondents agree with the statement that they consider themselves to be a social person and take into account the mutual Win-Win satisfaction of management and employees in the company, with an average score of 4.35. Furthermore, respondents disagreed to a small extent with the statement that they like to be the center of attention and dominate during the performance of business tasks, where the average score of respondents was 3.4902.

Respondents have divided opinions on the two claims, where the average response of respondents is approximately 3, in terms of saying that when they are upset, they quickly calm down and know how to be shy in the course of performing work tasks and interacting with other colleagues.

Table 13. Respondents' attitudes regarding their behavior - 2 part

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I'm interested in other people's problems and feelings.	306	2.00	5.00	3.7843	1.84885
I'm bold and friendly to most people.	306	2.00	5.00	4.1569	1.72535
I easily empathize with others to achieve a Win-Win solution.	306	1.00	5.00	3.6471	1.92662
I do my job thoroughly but I make sure I don't harm the other side in the course of doing my work tasks.	306	3.00	5.00	4.1176	1.67694
I do everything precisely and accurately.	306	2.00	5.00	3.7255	1.84338
Valid N (list wise)	306				

The above table shows that respondents generally agree with the claims made, to a greater or lesser extent. So, respondents agree more closely with the following statements:

- I'm bold and friendly to most people.
- I do my job thoroughly, but I worry that I do not harm the other side in the course of performing work tasks.

While respondents less closely agree with the following statements:

- I do everything precisely and accurately.
- I'm interested in other people's problems and feelings.
- I easily empathize with others to achieve a Win-Win solution.

Table 14. Attitudes of respondents regarding their behavior - 3 part

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I try to incorporate a logical order in all activities during the performance of work tasks.	306	2.00	5.00	4.0000	1.71518
I'm making plans	306	1.00	5.00	3.9608	1.10369
I'm a depressed person.	306	1.00	5.00	2.2745	1.17479
I'm having a hard time dealing with stress.	306	1.00	5.00	2.5294	1.24431
I worry a lot about the outcome while performing work assignments.	306	1.00	5.00	3.0392	1.10369
Valid N (list wise)	306				

According to the attitudes of those surveyed, it can be concluded that respondents agree with the statement that they try to incorporate a logical order in their activities when performing work tasks. The average score per claim is 4,000.

Also, respondents agree with the statement that they are making plans in the performance of business activities. The average score per claim is 3.9608.

The opinions of the respondents are divided in terms of worrying about the outcome of the performance of work tasks. The average response value is 3.0392.

Respondents disagree with the statement that they are struggling to cope with stress, with an average response value of 2.5294. Respondents also disagree with the statement that they are depressed people. The average response value is 2.2745.

Table 15. Attitudes of subjects regarding their behavior - 4 part

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
It's easy to get annoyed.	306	1.00	5.00	3.2549	1.98865
I am an original person, I have a lot of new ideas to make both parties (employer and employee) in performing work tasks both satisfied and.	306	1.00	5.00	3.1373	1.17381
I have a vivid imagination.	306	1.00	4.00	2.2745	1.71733
I have a multitude of ideas and interests that I carry out in the course of my work tasks in order to achieve a favorable position.	306	1.00	5.00	3.6078	1.95289
I understand abstract ideas.	306	1.00	5.00	3.1176	1.58245
Valid N (list wise)	306				

According to the results of the analysis from Table 15, it can be concluded that the respondents somewhat agree only with the statement that they have a multitude of ideas and interests that they carry out during the performance of work tasks in order to achieve a favorable position. Respondents disagree with the statement that they have a vivid imagination, and the average value of the response per stated claim is 2.2745.

When it comes to the other three claims, respondents have divided opinions, because the value of the answer is around 3, which are the following statements:

- It's easy to get annoyed.
- I'm an original person, I have a lot of new ideas to keep both sides happy during their work assignments.
- I understand abstract ideas.

It is also important to point out that the discrepancies around the average value of the response were tested through standard deviation, where it was found that mostly deviations are acceptable, and that they do not have a negative impact on the average value of responses used in the previous part of the work.

The following claims, which show the divisiveness of the views of those surveyed, will be subjected to further analysis. The analyzed claims are tested between the attitudes of respondents with different professional qualifications when it comes to claims describing the employer's attitude towards them as well as the conditions at work. The assumption is that there is a difference in the employer's relationships with respondents who have a higher level of education, which by applying the "Spearman Ro correlation" will be examined in the next four tables.

Table 16. Sperm Ro correlation between subjects' professional qualifications and material reward

Correlations			Professional qualifications	When I do a good job, I get material recognition for it.
Spearman's rho	Professional qualifications	Correlation Coefficient	1.000	.772 ^{**}
		Sig. (2-tailed)	.	.000
		N	306	306
	When I do a good job, I get material recognition for it.	Correlation Coefficient	.772 ^{**}	1.000
		Sig. (2-tailed)	.000	.
		N	306	306

^{**}. Correlation is significant at the 0.01 level (2-tailed).

There is a strong correlation link between the subject's professional qualifications and material reward, which is 77.2%, and is also statistically significant. This result can be interpreted as the growth of the degree of education in the subjects raises the degree of satisfaction with material reward, as shown by the strong positive correlation.

Table 17. Sperm Ro correlation between subjects' professional qualifications and rules and procedures

Correlations			Professional qualifications	Many of our rules and procedures make it difficult to do a good job.
Spearman's rho	Professional qualifications	Correlation Coefficient	1.000	.672 ^{**}
		Sig. (2-tailed)	.	.000
		N	306	306
	Many of our rules and procedures make it difficult to do a good job.	Correlation Coefficient	.672 ^{**}	1.000
		Sig. (2-tailed)	.000	.
		N	306	306

^{**}. Correlation is significant at the 0.01 level (2-tailed).

According to the results of the "Spearman Ro coefficient" correlation, it can be concluded that there is a strong correlation link between the subject's professional qualifications and the aggravation of rules and procedures when making it difficult to do the job (table 17). The coefficient is 67.2% and is also in a linear relationship, as it is $p=0.000<0.01$.

This result can be interpreted, that respondents who have a higher level of education have greater difficulties with rules and actions that make it difficult to perform work in the company.

Table 18. Sperm Ro correlation between subjects' professional qualifications and Win-Win solutions and company valuation

Correlations			Professional qualifications	I do not feel that during the performance of work tasks and Win-Win solutions, my company appreciates the same
Spearman's rho	Professional qualifications	Correlation Coefficient	1.000	-.750**
		Sig. (2-tailed)	.	.000
		N	306	306
		Correlation Coefficient	-.750**	1.000
	I do not feel that during the performance of work tasks and Win-Win solutions my company appreciated the same	Sig. (2-tailed)	.000	.
		N	306	306

** . Correlation is significant at the 0.01 level (2-tailed).

There is a strong negative correlation link between the professional qualifications of the respondents and the claim that the respondents do not feel that during the performance of work tasks and Win-Win solutions their company appreciates the same. This result can be interpreted as decreasing with the growth of professional qualifications, the feeling of respondents that during the performance of work tasks and Win-Win solutions their company appreciates the same.

Table 19. Spearman's rho correlation between the subjects' professional qualifications and satisfaction with the potential to promote Win Win solutions in all aspects

Correlations			Professional qualifications	I am satisfied with the chances of potentially promoting Win-Win solutions in all aspects.
Spearman's rho	Professional qualifications	Correlation Coefficient	1.000	.625
		Sig. (2-tailed)	.	.000
		N	306	306
	I am satisfied with the chances of potentially promoting Win-Win solutions in all aspects.	Correlation Coefficient	.625**	1.000
		Sig. (2-tailed)	.000	.
		N	306	306

** . Correlation is significant at the 0.01 level (2-tailed).

There is a strong correlation link between the subject's professional fitness and satisfaction with the chances of potential promotion of Win-Win solutions in all aspects of the business. This result can be interpreted as respondents with a higher level of education are more satisfied with the presented chances of potentially promoting Win-Win solutions in all aspects of the business.

DISCUSSION AND CONCLUSION

When it comes to the age structure, it can be concluded that this segment of the representativeness of the sample is satisfied.

Namely, in the sample there are the most subjects between 44 and 55 years of age, 33.3%, three groups have 17.6% of respondents, between 25 and 35, between 35 and 45 and more than 55 years of performance, while 13.7% of respondents are under the age of 25.

According to the results, it can be concluded that the respondents somewhat agree with the claims that they are not satisfied with the benefits/material rewards they receive for what they receive, then to some extent agree that their superior is quite competent in doing the job and does not care much about the Win-Win method.

Also, the analysis showed that respondents disagreed to a small extent with the statement that they feel that they have been paid a considerable amount for the work they do, and that they really have too little chance of getting ahead at the work they are doing. The attitudes of respondents are divided on the claim that when they do a good job they get material recognition for it.

Analysis of the second part of the questionnaire shows that respondents agree with the statement that the raises are too small that it is difficult to come by. Also, the respondents agreed with the statement that they love the people they work with, and that they care about mutual satisfaction. Also, respondents agree to a small extent with the statement that sometimes they feel that their work is meaningless if they care about the outcome of the other party while performing work tasks.

In the paper, in earlier analysis if attention is also paid to table 8, respondents agree with most of the claims made, in a smaller or larger form, and thus the respondents agree with the following statements:

- People are moving up fast at the firm where I'm employed, as they are at any other firm.
- I realized I had to work even harder at my job because of the selfishness of the people I work with.
- I love the work I do, just because I'm aware of any material reward for my efforts and commitment.

At the very end, it is important to point out that we have proven all the starting hypotheses. Namely, an employee of the racquet who participates in business processes in a country should be familiar with the communication and cultural characteristics in the process of working in a multinational company, thereby showing respect for the host country and the business organization with which he conducts business activities, which is one of the "iron rules" in the international business environment and what the host will understand positively, but will also bring a certain advantage to the business partner, manager or employee from the other stubble, that is, allow him to "read" the nonverbal signs of the other side, to interpret their words well, tactics in relation to employees so that their satisfaction is complete, and the company's goals are fulfilled and maintained internationally promoted reputation, and to ultimately successfully conclude the business tasks and achieve goals.

The final result and the satisfaction of the employees is never predetermined and often times a well-prepared and experienced manager can create a positive environment in order to achieve positive environment in order to achieve a mutual goal with mutual satisfaction of employees. Approach with creative techniques of motivating employees while performing work tasks, and often with complicated and in nature unpleasant people.

As such, they are usually not up to it or prone to finding creative, mutually beneficial solutions. Then he really has to rely on his own prudence and skill, as well as the advice of the more experienced, instead of giving up certain goals of the company in advance, and to further possibly deteriorate the position, reduce the degree of satisfaction of the employees and retaliate by aggression against aggression.

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