



# THROUGH MOTIVATION TO JOB SATISFACTION OF THE EMPLOYEES IN THE IT SECTOR

## Kiril Postolov

Department of Management, Ss. Cyril and Methodius University in Skopje,  
Faculty of Economics-Skopje, Republic of North Macedonia  
<https://orcid.org/0000.0002.1551.9898>

## Boris Postolov

Ss. Cyril and Methodius University in Skopje, Faculty of Economics-Skopje,  
Republic of North Macedonia

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### Abstract

*IT organizations use different strategies to achieve prosperity, compete with their rivals, and increase their efficiency and effectiveness. When the employees of every IT organization are satisfied and motivated in achieving their tasks and goals, they can make progress and achieve success. The main theoretical goal of this paper is to find out how and to what extent, motivation affects the employee's IT job satisfaction, especially in terms of financial motivation, good working conditions, career development opportunities, supervisors' feedback, and the employee's involvement. In this paper, we will conduct empirical research with a total of 8 questions to get a clearer image of how well and to what extent, motivation affects the IT employee's job satisfaction. As the most acceptable choice, we are going to use The Likert scale, with the respondents expressing their agreement or disagreement through a five-point scale (1= Strongly disagree...5 = Strongly agree). Based on the conclusions obtained, the hypotheses (types of job satisfaction motivation) will be tested, concerning their acceptance or rejection, and one specific conclusion will be obtained. In addition to their research, other research techniques will be used within the paper to support the issue with relevant arguments and data. The results of this research can be used as a basis for further research, but also as a useful recommendation for the managers who would like to examine the level of motivation, job satisfaction, and interpersonal relationships within their organization.*

**Keywords:** motivation, job satisfaction, IT company, feedback, safety.

Adresa autora zaduženog za korespondenciju:

**Kiril Postolov**

[✉ kirilp@eccf.ukim.edu.mk](mailto:kirilp@eccf.ukim.edu.mk)

## 1 INTRODUCTION

Globalization has changed the way communities and nations communicate with each other, while at the same time providing the opportunity for



interdependence between the people and their economies, cultures, technologies, and management. Global forces are increasingly influencing the shaping of national IT and the importance of this sector for the world's populations that are expanding beyond national borders. Some of the biggest problems that the creators of the global IT sector's politics are facing are following the finances and expenditures in the sector, using information technology to improve practice, building capacities for developing, and retaining the staff.

There is an indisputable fact about the need for IT employment and their continuous learning and support, which is a priority in the process of ensuring timely and quality care for the population.

In the last couple of years, the countries from south-eastern Europe have lost a significant number of IT workers, who have decided to migrate to other European countries, as well as in America, Australia, and Canada. The process of migration is particularly evident among young and highly qualified professionals towards countries with developed systems, with higher wages and better working conditions, and represents a global trend. North Macedonia is not prone to that trend either, where the situation is driven by the political changes that have provided the citizens of North Macedonia with the opportunity to move more freely in Europe and around the world.

The accelerated migration process is largely a product of the never-ending economic crises, as well as the abundance of economic problems and the uncertainty of the continual reforms without a clear and defined strategy for the future. Migration – as the only way out is considered by most of the IT students because the chances of getting a paid internship or the possibility of specialization are very unlikely.

With North Macedonia's accession to the EU, the qualifications of IT professionals will be recognized and harmonized with European legislation in all member states of the Union.

This fact underlines the danger of migration and the massive departure of IT personnel from Macedonia. Given this understanding, the key problem is how the national system can motivate workers to stay within our country, otherwise, there will be inequalities in all sectors at all levels.

It is very important to define and implement the appropriate measures and models for tackling the

possible shortage of human resources in this sector that would arise in the future if strategic objectives were not set now to tackle powerful scenarios that could become a reality in the future.

The focus of our research is how motivation affects the satisfaction of the IT workers in our country and the possibility of them not migrating to gain better recognition, work conditions, and higher wages.

## **2 DEFINITION OF JOB SATISFACTION**

Job satisfaction represents one of the most important factors that attract the organizations' attention, as well as the attention of the researchers dealing with this issue.

The competition created because of the process of globalization and the abolition of the employment boundaries between countries has caused the need for this phenomenon to be appropriately addressed, both in scientific literature and in the practice of operating enterprises.

The satisfaction of the IT sector holders – also represents an area where job satisfaction finds its proper place and importance. Job satisfaction triggers a variety of effects especially in productivity, but also on the quality of the performed activity. There is a widespread application of this concept in literature and practice, but we cannot consider only one approach on the definition and content of the concept. The underlying causes that lead to this diversity are in the diversity of people and they vary from organization to organization (Hoover, 2008). Job satisfaction can be defined as a pleasant or positive emotional state arising from workplace assessment or work experience (Judge & Klinger, 2007). From this quote, we can conclude that every person wants to do the job that he enjoys and the job that provides him with a pleasant and positive state of mind. In other words, a job that makes him happy. The next approach to defining job satisfaction is related to a sense of fulfillment. Thus, according to Kaliski (2007:446), job satisfaction as a concept leads to recognition, income, promotion, achievement of other goals that lead to a sense of fulfillment.

Job satisfaction can also be perceived by people's attitudes and feelings about their work. Positive attitudes toward work - initiate job satisfaction,

negative attitudes - initiate job dissatisfaction (Armstrong, 2006:264).

The concept of job satisfaction is also found in the research of the following authors that indicate the extent to which an individual feels positive or negative about his / her job (Schermerhorn, Hunt, & Osborn, 2000). Job satisfaction is a set of workers' cognitive, affective, and evaluative reactions to their work (Greenberg & Baron, 2000). Job satisfaction is more an attitude, an inner state. It may, for example, be related to personal feelings of achievement - qualitative or quantitative (Mullins, 2005:700).

It is also a very important aspect of employee well-being and has an emotional, cognitive, and behavioral component (Saari & Judge, 2004). The emotional component refers to work-related feelings such as boredom, anxiety, recognition, and excitement. The cognitive component of job satisfaction refers to beliefs about one's work, whether it is respectable, mentally challenging, and rewarding. Finally, the behavioral component includes people's activities related to their work, such as delaying work and lying about the illness to avoid work responsibilities. So far we have seen that in the research literature (which is overblown and has a large number of titles dealing with this issue), we cannot find a single and most appropriate definition of what is job satisfaction.

We can conclude that from the fact that job satisfaction is under the influence of a high variety of factors, and it also represents a very abstract point, which cannot be quantified or measured. It is also a concept that is present in everyday life and must be perceived and understood as such.

And finally, if we consider the fact that positive job satisfaction affects the efficiency and the effectiveness of the enterprise's operations, as an axiom, it must be given an appropriate placement, both in literature and in practice to strengthen and to ensure the maximum that a person and the enterprise can provide.

### 3 FACTORS THAT AFFECT THE JOB SATISFACTION

In literature, we can find a large variety of job satisfaction factors classifications. As job satisfaction factors we can include: the feeling of success, management-employee correlations, workplace safety, responsibility, recognition,

higher wages, the opportunity to promote, roles clarity, participation in decision making, freedom, coordinated relations, lack of continuity, relocation, performance, life satisfaction and perceived work-related stress.

For this paper needs we are going to focus on the following factors which determine job satisfaction:

- financial motivation.
- working conditions.
- career development opportunities.
- supervisor's feedback.
- task involvement.

#### 3.1 Financial motivation

Employee's salary includes all the compensation factors that were given to him for finishing the task. The salary consists of several components, such as basic salary, benefits, bonuses, and stimulations. As described by Lai, salary is one of the satisfying variables that reduce the level of job dissatisfaction (Lai, 2011). The salary represents the key factor that drives the employee from dissatisfied to satisfied (Robbins, 2003). People expect that if they work hard and they improve their performance their salary will increase as well and they might get the chance to be promoted. All of this will increase the level of job satisfaction.

Awards and recognition represent the best way to support the employees and to highlight their work performance. This way they allow them to feel satisfied by themselves and by the results they achieved. The higher the salary is, the more satisfied the employees are. Studies have shown that the perceived justice of the reward system is even more important than the salary itself. Employees are more satisfied if they consider that the awarding system is fair and if it treats all of the employees the same. The main dimension is the total amount of work-related income. Salary structure and salary increases are the other two dimensions relevant to job satisfaction and have an impact on the level of satisfaction. Money is one of the essential factors of satisfaction, but wage increases can sometimes be negative and can affect productivity, as the worker may be less motivated to work. Some people would rather have more free time and financial awards are not their priority, so when offered to put more effort to make more money, it is not unusual for them to decline the offer. The awards must always be related to the employee's desires and that is what

motivates the employees. It also shows what the employee expresses a desire for after finishing a certain task. Workplace safety describes employees' subjective feelings about future job security. These feelings are said to vary from person to person. Employees who perceive job insecurity are also perceived as less motivated at work (Klandermans et al., 2010). Job security is desirable for employees, who rank it as one of the most important factors for their commitment to an organization. Occupational safety also plays a very important role in reducing the outflow of employees as well as in maintaining stable working relationships in organizations. In addition, workplace safety is essential to retaining human capital investments, as well as reducing the costs of screening and selecting labor (Origo & Pagani, 2009). There is a positive relationship between workplace safety and employee job satisfaction (Chan & Qui, 2011).

### 3.2 Work conditions

Since most people spend most of their time at work, organizations must provide them with good working conditions, because that represents one of the main factors when measuring job satisfaction. The environment needs to provide the employee with all of the needed resources to finish the task and doing this will contribute to increasing the level of job satisfaction (Kawada & Otsuka, 2011). In a term of not satisfying working conditions, the employee will lose its interest and will not enjoy while performing the task. Kawada and Otsuka determined that the work environment consists of four factors:

- the natural habitat that includes moisture, light, sounds, smells, and other factors.
- the equipment and how easy can the employee access it and use it.
- work time and overtime.
- safety at the workplace.

Another job satisfaction factor represents the social atmosphere. Employees are more satisfied if they work with colleagues with whom they have good personal relationships and if the work is being done in a friendly atmosphere. Mutual friendly support is of utmost importance to the employees and it is proven that employees who have a better relationship with their coworkers are more satisfied with their job. Employees want to work with people who are always friendly,

supportive and cooperative. Working conditions consist of both physical and social working conditions. People like to work in a more comfortable, safe, clean, modern environment and to work in good conditions, such as adequate temperature, lighting, and noise. For example, people can be disturbed or distracted by a sudden noise, such as phone calls, loud conversation, etc. and the absence of heath or lightning can cause illness. Better working conditions also create greater possibilities for better job performance and greater job success.

### 3.3 Career development opportunities

Promotion can be defined as "obtaining high status in the workplace through efficient work, generally increasing the status, position and remuneration of the employee in the organization" (Parvin & Kabir, 2011). Therefore promotion can be simplified by moving to upward positions in the organization. If there were no promotions in the organizations, then is highly possible that the employees will be unsatisfied and the outflow rate would be very high (Yaseen, 2013), but if the organization provides them with the necessary factors of promotion, like capacities, abilities, and skills, then the employees will automatically be more motivated and satisfied. When employees are promoted, they are more committed to the organization. Promotion is considered to be one of the key elements for job satisfaction (Parvin & Kabir, 2011).

Maslow's hierarchy of needs theory described that when people's needs for respect (autonomy, power, recognition, and status) are met, they will be more satisfied with their work (Naveed, Usman & Bushra, 2011). Training allows employees to grow and increase their knowledge and skills for effective development (Parvin & Kabir, 2011). Trained employees are more satisfied with their job, compared to the employees who have less training. These training programs positively increase the employee's development, which stimulates the increasing of their capabilities and the goal of these training and management programs is to improve the skills and the abilities of the employees. By getting this training programs employees will gain confidence, career evolution, and positive thinking about their companies (Parvin & Kabir, 2011).

### 3.4 Supervisor's feedback

This refers to the extent to which the performance of the work-related task provides direct and clear information about the efficiency of the performance of the employee. Besides that, providing feedback fulfills the need for information on the extent to which personal goals are met as well as for social comparison of the relative performance of the individual (Vlosky & Aguilar, 2009). Providing sufficient feedback on employee performance helps to reinforce positive attitudes towards business and prevents the employees from leaving the organization. When employees receive praise and feedback, they can develop stronger feelings of loyalty towards the organization. Providing sufficient feedback on employee performance helps to reinforce positive attitudes towards business and prevent intentions to leave the organization. When employees receive praise and feedback, stronger feelings of business loyalty can be developed (Döckel, Basson & Coetzee, 2006). In addition, feedback helps to contribute to employees' overall knowledge of the job.

### 3.5 Task involvement

Task involvement consists of three aspects:

- Recognition.
- Level of autonomy.
- Responsibility.

Recognition is defined as a situation in which the employees of the organization are granted different statuses. Internal rewards like recognition, growth, feedback, opportunities, lead employees to a higher level of performance and satisfaction. Recognition is considered to be the key factor among non-financial rewards, which strives for increasing the level of satisfaction, makes the employees feel rewarded and motivated, and strengthens the correlations between the leaders and the employees. Through recognition, the organization can achieve a competitive advantage. The employee becomes more loyal to the organization and is more satisfied when the organization recognizes his or her efforts (Yaseen, 2013). Even though the costs of practical implementation are very low, a large number of organizations do not possess this important component. Recognition is showing the employees that their contributions are valued in the organization, which at the end increases the level of satisfaction within them and it can be provided in various ways such as: by including the

employees in decision making, by increasing their responsibilities, by showing them compassion and providing them with succession (Yaseen, 2013). Maslow's theory elaborates on the need for employees' self-confidence. This theory shows that recognition, status, and development are factors that lead to motivation and ultimately to job satisfaction. Herzberg's theory has suggested that recognition is one of those motivating factors that drive the employee from dissatisfaction to satisfaction (Robbins, 2003).

Most of the employees want autonomy to achieve the goals more efficiently. A large number of studies have recognized the positive connection between autonomy and job satisfaction. Satisfaction and performance are a product of the three psychological states of mind: experience sense, experienced responsibility, and knowledge of the results. Among all the dimensions regarding job satisfaction, in general, satisfaction is most evident among the employees who have challenges, autonomy, diversity, and appropriate workload (Mehmood, Irum & Ahmed, 2012).

Responsibility is an obligation to act based on delegated authority. Delegated authority is a process that goes through three stages:

- transfer of the responsibility for performing the tasks to the subordinates.
- transfer of the authority for performing the tasks.
- care among the subordinates for the task results.

Employees' involvement can increase motivation and job satisfaction by sharing the authority and increasing the responsibilities and it can also enable individuals to make key management decisions that affect other employees and by doing so they can increase job satisfaction.

## 4 EMPIRICAL RESEARCH

For this purpose, 66 respondents were randomly selected by telephone. The demographic characteristics of the sample are as follows:

Table 1. Structure of respondents by gender

Gender	Frequency	Structure
Male	30	45.45%
Female	36	54.55%

Source: Own Research

By age, the structure of the research sample is as follows.

Table 2. Age structure

Age	Frequency	Structure
Up to 30	10	15.15%
31-45	22	33.33%
46-60	28	42.42%
Above 60	6	9.09%

Source: Own research

The third table shows the structure of the respondents according to their education level. The situation is as follows.

Table 3. Structure by education level

Education	Frequency	Structure
Faculty	19	28,79%
M.A.	39	59.09%
Ph.D.	8	12,12%

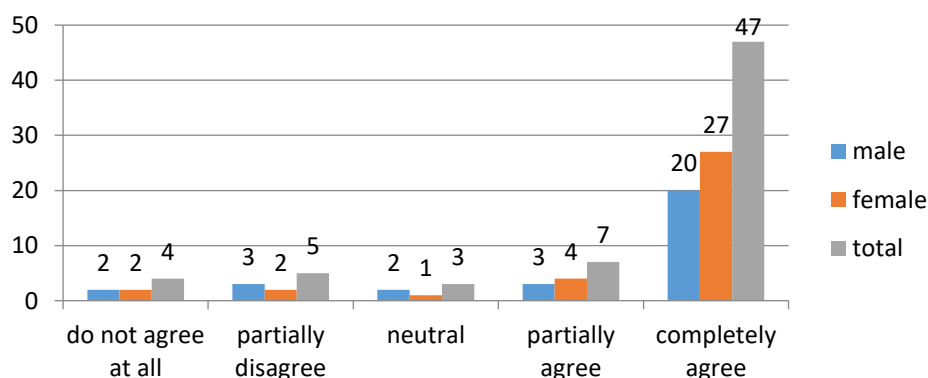
Source: Own research

In the follow-up study, we used the Likert scale with responses ranging from 1 (do not agree at all), to 5 (completely agree). Respondents were

Table 4. Financial motivation influenced the satisfaction of IT employees

	do not agree at all	partially disagree	neutral	partially agree	completely agree
male	2	3	2	3	20
female	2	2	1	4	27
total	4	5	3	7	47

Source: own research



Graph 1. Financial motivation influenced the satisfaction of IT employees

Source: Own research

The given table can be graphically presented as in graph 1.

From the obtained results, we can conclude that 77% of the surveyed male IT employees agree that the financial motivates them to feel job satisfaction, while for women, that percentage is

asked a total of 5 questions with which we would like to come to appropriate conclusions.

According to the literature used and consulted, we have tested this claim through the following auxiliary claims:

1. Financial motivation influenced the satisfaction of IT employees
2. Working conditions influenced the satisfaction of IT employees
3. Career development of opportunities influenced the satisfaction of IT employees
4. The supervisor's feedback influenced the satisfaction of IT employees
5. Task involvement influenced the satisfaction of IT employees

In the continuation of the paper, we will see and analyze the answers to the survey questionnaire.

Respondents to the question of Financial motivation as a motivational motivator for job satisfaction gave the following answers:

86%. Or together (men and women) 82% said they were positive about the financial as a motivating factor for achieving job satisfaction.

Answers to the question about the role of working conditions as a motivational factor for achieving job satisfaction are as follows:

Table 5. Working conditions as a motivational factor for achieving job satisfaction (%)

	do not agree at all	partially disagree	neutral	partially agree	completely agree
male	3,33%	6.66%	3,33%	16.67%	70%
female	2.78%	2.78%	8,33%	22.22%	63,89%
total	3,03%	4,55%	6,06%	19,7%	66.67%

Source: Own research

From the answers to the question about the role of working conditions as a motivational motivator for achieving job satisfaction, we conclude the following:

- 86,67% of the respondents, male IT employees, said positively.
- 86,11% of respondents, female IT employees, said positively.

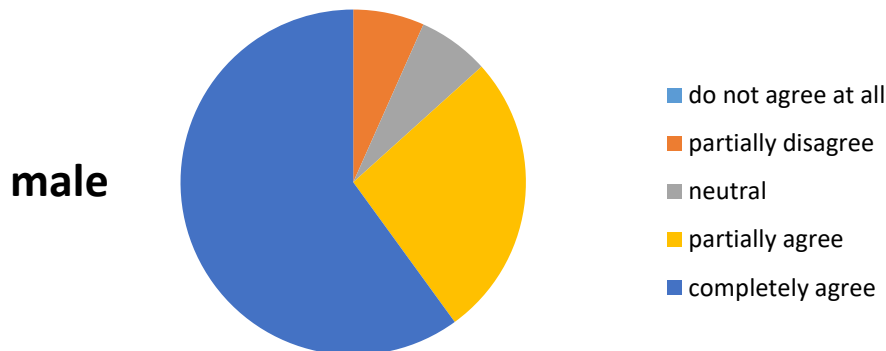
- common for the answers of both sexes is 86,37% positive answers.

Answers to the question: Does career development of opportunities influenced the satisfaction of IT employees? gave these answers:

Table 6. Does career development of opportunities influence the satisfaction of IT employees?

	do not agree at all	partially disagree	neutral	partially agree	completely agree
male	0	2	2	8	18
female	0	3	2	7	24
total	0	5	4	15	42

Source: Own research



Graph 2. Does career development of opportunities influence the satisfaction of IT employees

Source: Own research

Table 6 can is graphically presented in graph 2. We can conclude that majorities of answers are "partially agree" and "completely agree", which

means that IT employees want to have career development in theirs working life.

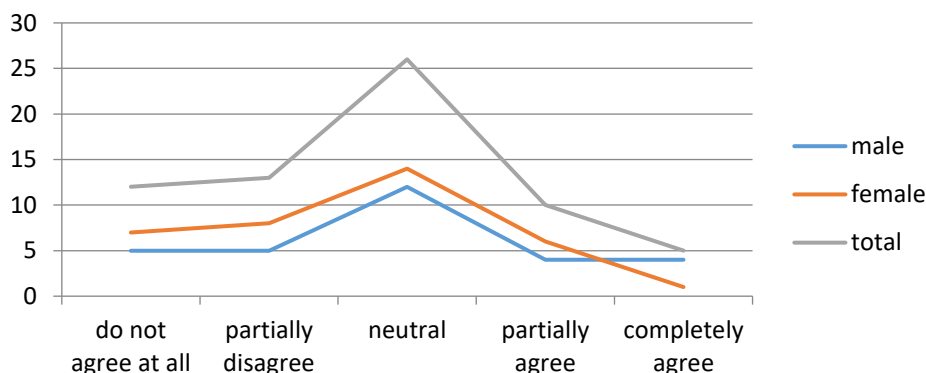
Supervisor's feedback influenced the satisfaction of IT employees? Answers are:

Table 7. The supervisor's feedback influenced the satisfaction of IT employees

	do not agree at all	partially disagree	neutral	partially agree	completely agree
male	5	5	12	4	4
female	7	8	14	6	1
total	12	13	26	10	5

Source: own research

Table 7 can be graphically presented in graph 3.



Graph 3. The supervisor's feedback influenced the satisfaction of IT employees

Source: own research

Common conclusion: IT employees in majorities do not like supervisor's feedback as a motivator for satisfaction.

motivational factor to increase job satisfaction of IT employees

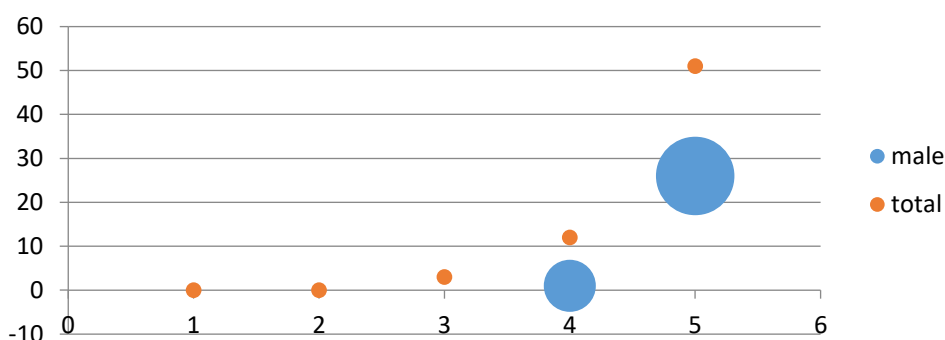
And the last, not at least question. What is happening with dimension task involvement as a

Empirical dates are following.

Table 8. Task involvement influenced the satisfaction of IT employees

	do not agree at all (1)	partially disagree (2)	Neutral (3)	partially agree (4)	completely agree (5)
male	0	0	3	1	26
female	0	0	0	11	25
total	0	0	3	12	51

Source: Own research



Graph 4. Involvement in making decisions influenced the satisfaction of IT employees

Source: Own research

Finally- IT employees want to be involved in the system of making a decision!

who need to face the challenges of the changes remain the most important resource.

## 5 CONCLUSION

The reform in our country focused on the financial and structural changes, with the obvious neglect of the human factor and forgetting that the people

Adding to this is the fact that staff evaluation is insufficiently based on professional competence, continuous growth, implementation of patient-centered news and results. We should put the long-awaited improvements in human resource management in healthcare at the national and



local levels in the first place. IT employees in North Macedonia need to feel the change in the training system, in optimizing work processes, working conditions, career management, and evaluation systems. IT employees would like to take active participation in this change and to be appreciated in their own country. For these reasons, the need to conduct research on this topic and then apply the results in practice was imposed.

Accessing professional resources, the opportunity for professional development, as well as practicing at high modern levels, represent the most sensitive part. There are many dimensions in which proper research has been conducted. With this paper, we researched the motivation impact, on job satisfaction in the IT sector.

For that purpose, we conducted a questionnaire with 8 questions of which the first three questions were demographic (gender, age) while the rest of the questions were for aligning the level of motivation. The matters of concern were financial motivation, work conditions, the opportunity for career development, supervisor feedback, the level of the involvement of the employees, and job satisfaction.

Analyses show that there is a direct correlation between motivation and job satisfaction. By increasing the employees' motivation, the level of job satisfaction increases as well. Regarding this conclusion, managers should pay more attention and effort to increase the employees' motivation to increase the overall performance of their organization.

Like we mentioned before in the part about job satisfaction and as expected, financial motivation is the key factor for the level of job satisfaction, because the employees' greatest concern is the safety of their financial future at the present workplace, as well as the payment in proportion to the job done. Here are the results from this questionnaire:

1. The financial compensation must be adequate, which means respecting the market levels of wages. Further, creating a fair, honest, and very rewarding system that also needs to be accepted by the doctors as such. Nothing is more demotivating than knowing that other employees are getting paid more, for the same amount of work, or for doing less

responsible work. We can suggest that the payment should be proportionate to the work intensity, the salary should meet the employee's need and that the salary received should be able to allow personal investment in professional development and to provide a secure financial future with the present job place.

2. Providing the best equipment will ensure them that the tools and equipment they use are not preventing them to be successful. Give them the best tools, so they can be at their best performance. Also, organizations need to build an occupational safety and health program, which can be achieved by improving the working processes conditions (equipment, supplies, and medicines), reducing work-related stress, as well as reducing the bureaucratic procedures related to this issue. The workplace should be a pleasant place to work, which means creating proper working space and other conditions for performing the appropriate work duties.
3. Career programs that will provide them with the necessary education, training that improves their skills while it shows them that you are taking an interest in their success. The organization needs to provide the opportunity for every employee to express their abilities, skills, and creativity. We can suggest restructuring the existing professional development and promotion programs, as well as improving the abilities for career development and career opportunities. Having proper knowledge of what the organization expects from them after a certain improvement program, seminar or conference and following the effectiveness of such programs. Introducing a mentoring system to recognize the most capable doctors.
4. Provide regular, honest feedback: you don't have to wait for a crisis to give feedback. Instead, a constructive contribution to employee performance across a wide range of issues needs to be regularly made, to build loyalty, to challenge new levels of efficiency.
5. By creating an appropriate climate in the organization, that supports and stimulates innovation and creativity, as well as the ability to follow the news in the professional field, they are encouraging the employees to strengthen up the appropriate levels of

responsibilities, as well as their proper decision making and allowing them to do the job according to their abilities. This way the

doctor will be ensured that they have full trust in his or her abilities to finish the job.

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