

## SUBJECTIVE JOB SATISFACTION OF EMPLOYEES AND THEIR WILLINGNESS TO ACCEPT A NEW JOB FROM THE PERSPECTIVE OF SELECTED SOCIO- DEMOGRAPHIC CHARACTERISTICS

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### **Abstract**

*This paper investigates statistically significant relationships between respondents' age, level of education, and length of work experience and their subjective job satisfaction. In addition, it examines employed respondents' decisions regarding the acceptance of a better job offer in relation to age, education, and work experience. Subjective job satisfaction was measured using a Likert-type scale, while the decision to accept a better job was assessed using three response options: yes, no, and undecided. The findings reveal several statistically significant results. The highest level of subjective job satisfaction was identified among respondents aged twenty-nine to forty-four years. Willingness to accept a better job was most pronounced among respondents in younger age categories. Furthermore, the highest proportion of respondents reporting positive job satisfaction was observed among those with university education. A high level of job satisfaction was also evident among respondents with more than four years of work experience. This group simultaneously demonstrated a willingness to accept a better job offer.*

### **Key words:**

*Job Satisfaction, to accept a better job, socio-demographic characteristic (age, length of practice, level of academy degree)*

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## INTRODUCTION

Understanding criteria reflecting employees' demographic, professional, and qualification characteristics constitutes a fundamental prerequisite for effective development and functioning at both the micro level (enterprise, firm, organization) and the macro level (the social system as a whole) within the field of human resource management. The trends highlighted by empirical research findings (specific authors) serve as an important source of inspiration and guidance, as well as a concrete framework for enhancing work motivation in the context of the above-mentioned criteria.

If organizations aim to influence and increase work efficiency and support organizational development, it is essential to understand the key determinants related to employees' age, length of work experience, and level of education. This knowledge enables the selection of appropriate managerial approaches for guiding and influencing individuals as well as work groups.

In this context, Ipsiříl and Namal (2023) emphasize that if data obtained from questionnaires or subjective evaluations are not

interpreted in relation to the individual characteristics of employees, it is generally not possible to make satisfactory assessments of job satisfaction. It is therefore assumed that personal characteristics independent of the work context—such as gender, level of education, years of employment, age, health status, and marital status—exert a substantial influence on the level of job satisfaction. This is because socio-demographic and personal factors are closely associated with individuals' perceptions of working life and working conditions, characteristic behavioral patterns, differing intentions, goals, and motivational structures.

## 1. LITERATURE OVERVIEW

There are numerous definitions of job satisfaction in academic literature, reflecting considerable variation across individuals. Moreover, the frequent use of related or overlapping terms, such as workplace environment, business climate, work ethic, quality of work life, work satisfaction, or

working conditions - instead of the concept of job satisfaction itself has made it increasingly difficult to establish a precise and universally accepted conceptual framework.

Seeman (2021) defines job satisfaction as an individual's emotional state resulting from the evaluation of performed work, work experience, interpersonal relationships at work, and related factors. Similarly, Meier and Spector (2015) conceptualize job satisfaction as individuals' attitudes toward their work and its various aspects, as well as the degree to which they like or dislike their job. Locke defines job satisfaction as "a function of the range of specific satisfactions and dissatisfactions that an individual experiences with respect to the various dimensions of work," emphasizing the relationship between what individuals expect from their job and what they actually receive (Locke, cited in Muhammad & Ahmed, 2024., Alzyoud, 2018).

Obeng et al. (2024) note that job satisfaction is a concept that has attracted substantial attention in management studies, social psychology, and academic practice. It is a multifaceted construct, with scholars offering diverse definitions, commonly referring to a favorable and pleasurable emotional state individuals experience toward their employment.

In essence, job satisfaction represents a general work-related attitude. An individual who is satisfied with their job tends to exhibit a positive attitude toward work, whereas dissatisfaction is typically associated with a negative work attitude. More specific work attitudes are linked to particular aspects of work. For example, some individuals derive satisfaction from responsibility, while others find fulfillment in teamwork. Consequently, different aspects of work provide varying degrees of satisfaction depending on individuals' personal characteristics, abilities, and interests. In this context, Kaupilla (2025) argues that, based on research on job attitudes, markedly different conclusions may be drawn, as employees observe and evaluate their leaders from varying attitudinal perspectives depending on whether they are satisfied or dissatisfied with their jobs. Egemen (2024) further emphasizes that job satisfaction and job performance vary considerably across different categories of employees. The lowest levels of job satisfaction and job performance were identified among

skilled laborers, whereas the highest levels were observed among engineers and architects. Moreover, a strong positive correlation between job satisfaction and job performance was found across all respondent categories. Henning (2024) highlights that job satisfaction has been shown to increase with age. Enhancing job satisfaction requires the creation of an appropriate work environment, including suitable working conditions, positive interpersonal relationships, cooperation among employees, effective leadership styles, fair compensation and motivation systems, and task allocation that aligns with employees' competencies. Job satisfaction is generally associated with improved employee performance, which in turn further reinforces satisfaction at work. Matud et al. (2024) conclude that job satisfaction plays a significant role in the mental health, psychological well-being, and overall life satisfaction of adult working women and men. However, there are also cases in which highly productive employees do not experience job satisfaction, as their work may not fulfill them intrinsically.

Job satisfaction within organizations also contributes to reduced absenteeism and employee turnover. More satisfied employees tend to exhibit lower absenteeism rates and a reduced inclination to change jobs. Furthermore, job satisfaction significantly affects individuals' psychological well-being. Emotionally balanced employees are better able to concentrate on their work, achieve higher quality outcomes, experience fewer workplace accidents, and maintain more positive relationships with colleagues, supervisors, and subordinates. Ultimately, job satisfaction also exerts a positive influence on employees' private lives.

Robbins (2015) argues that understanding the factors influencing job satisfaction is particularly important for average employees rather than exceptional performers, as organizations tend to invest more effort into enhancing the job satisfaction of high-performing employees due to their strategic value. The most widely used method for assessing the level of job satisfaction remains the questionnaire-based approach. Salleh (2024) note the findings revealed that each independent variable had a positive and statistically significant effect on job satisfaction. Specifically, talent retention emerged as the most influential predictor of job satisfaction.

## 2. GOAL AND METHODOLOGY

Subjective job satisfaction and willingness to accept a new job were examined using a questionnaire survey. The questionnaire was anonymous and administered to employed respondents regardless of industry or type of organization. The research sample was selected using convenience sampling, the principle of which consists in recruiting participants based on opportunities that arise during the research process (Miovský, 2006).

Respondents' subjective job satisfaction was measured using an item assessed on a Likert-type scale, whereby respondents indicated their level of agreement or disagreement with statements related to their job satisfaction. Responses were subsequently categorized into three groups: *agree*, *neutral*, and *disagree*. Respondents' decision to accept a better job offer was assessed using a closed-ended question with three response options: *yes*, *no*, and *undecided*.

The total number of respondents included in the analysis was  $n = 394$ . Respondents were classified according to:

- age (up to twenty-eight years, twenty-nine to forty-four years, and forty-five to sixty-five years)
- level of education (secondary vocational education without a leaving examination, upper secondary education with a leaving examination, and university education)
- length of work experience (< 1 year, 1–2 years, 2–4 years, and > 4 years).

Descriptive and inferential statistical methods were employed to analyze the collected data. To examine relationships between nominal and ordinal variables, the chi-square test of independence ( $\chi^2$  test) was applied. The level of statistical significance was set at  $\alpha = 0.05$ , and statistical decisions were based on comparisons between the obtained p-values and the predefined significance level.

For the appropriate application of the chi-square test, its basic assumptions were verified. In particular, the sample size exceeded the minimum requirement ( $n > 40$ ), ensuring the suitability of the test for the present analysis.

## Hypotheses

$H_1$ : It was assumed that a statistically significant relationship exists between respondents' age and their subjective job satisfaction. Hypothesis  $H_1$  was confirmed.

$H_2$ : It was assumed that a statistically significant relationship exists between respondents' age and their decision to accept a better job. Hypothesis  $H_2$  was confirmed.

$H_3$ : It was assumed that a statistically significant relationship exists between respondents' level of education and their subjective job satisfaction. Hypothesis  $H_3$  was not confirmed.

$H_4$ : It was assumed that a statistically significant relationship exists between respondents' level of education and their decision to accept a better job. Hypothesis  $H_4$  was not confirmed.

$H_5$ : It was assumed that a statistically significant relationship exists between respondents' length of work experience within the organization and their subjective job satisfaction. Hypothesis  $H_5$  was confirmed.

$H_6$ : It was assumed that a statistically significant relationship exists between respondents' length of work experience within the organization and their decision to accept a better job. Hypothesis  $H_6$  was confirmed.

## 3. FINDINGS

### Verification of Hypothesis $H_1$

For the verification of the first hypothesis, three age categories of respondents were compared. The analysis aimed to determine whether a statistically significant relationship exists between age categories (up to 28 years, 29–44 years, and 45–65 years) and respondents' subjective job satisfaction.

Table 1: Subjective Job Satisfaction and Respondents' Age

Respondents' attitude	Up to 28 years	29-44 years	45-65 years	Total	$\chi^2$ -test
Agree [n]	89	106	91	286	0,0000
Agree [%]	61%	78%	82%	73%	
Neutral stance [n]	19	19	10	48	
Neutral stance [%]	13%	14%	9%	12%	
Disagree [n]	39	11	10	60	
Disagree [%]	27%	8%	9%	15%	
Total [n]	147	136	111	394	
Total [%]	100%	100%	100%	100%	

Source: Own elaboration

As shown in Table 1, the probability value  $p$  is lower than the selected level of significance,  $p$  (0.0000)  $< \alpha$  (0.05). Therefore, it can be concluded that there is a statistically significant relationship between respondents' age and their subjective job satisfaction.

Using the chi-square test, a statistically significant association between age and respondents' subjective job satisfaction was confirmed. The highest level of subjective job satisfaction was observed among respondents aged 29–44 years, followed by those aged 45–65 years. The lowest level of subjective job

satisfaction was recorded among respondents up to 28 years of age, who also expressed the highest level of disagreement with their job satisfaction.

#### Verification of Hypothesis H2

For the verification of the second hypothesis, three age categories of respondents were compared. The analysis aimed to determine whether a statistically significant relationship exists between age categories (up to 28 years, 29–44 years, and 45–65 years) and respondents' decision to accept a better job.

Table 2: Respondents' Age and Their Decision to Accept a Better Job

Respondents' attitude	Up to 28 years	29-44 years	45-65 years	Total	$\chi^2$ -test
Yes [n]	93	42	27	162	0,0000
Yes [%]	63%	31%	24%	41%	
Undecided [n]	35	57	36	128	
Undecided [%]	24%	42%	32%	32%	
No [n]	19	37	48	104	
No [%]	13%	27%	43%	26%	
Total [n]	147	136	111	394	
Total [%]	100%	100%	100%	100%	

Source: Own elaboration

As shown in Table 2, the probability value  $p$  is lower than the selected level of significance,  $p$  (0.0000)  $< \alpha$  (0.05). Therefore, it can be

concluded that there is a statistically significant relationship between respondents' age and their decision to accept a better job. The respondents

who were significantly the most willing to accept a better job were those in the age category up to 28 years. In contrast, the highest proportion of respondents unwilling to accept a better job was observed among those aged 45–65 years. Among respondents aged 29–44 years, attitudes toward accepting, not accepting, and being undecided about a better job offer were approximately evenly distributed.

The findings are also noteworthy in that they confirm the basic assumption of the study: the age group up to 28 years included the lowest number of respondents who would refuse a better job offer, whereas the age group 45–65 years included the highest number of

respondents who expressed a negative attitude toward accepting a better job.

#### Verification of Hypothesis H3

For the verification of the third hypothesis, three categories of respondents' educational attainment were compared. The analysis aimed to determine whether a statistically significant relationship exists between the level of education (secondary vocational education without a leaving examination, upper secondary education with a leaving examination, and university education) and respondents' subjective job satisfaction.

Table 3: Subjective Job Satisfaction and Level of Education

Respondents' attitude	Secondary vocational (no leaving exam)	Upper secondary (with leaving exam)	University education	Total	$\chi^2$ -test
Agree [n]	12	65	210	287	0,2702
Agree [%]	67%	67%	75%	73%	
Neutral stance [n]	4	12	32	48	
Neutral stance [%]	22%	12%	11%	12%	
Disagree [n]	2	20	37	59	
Disagree [%]	11%	21%	13%	15%	
Total [n]	18	97	279	394	
Total [%]	100%	100%	100%	100%	

Source: Own elaboration

As shown in Table 3, the probability value  $p$  is higher than the selected level of significance,  $p > \alpha$  (0.05). Therefore, it can be concluded that there is no statistically significant relationship between respondents' level of education and their subjective job satisfaction, as the  $p$ -value exceeds the threshold of 0.05.

Although descriptive results indicate that the highest proportion of respondents who expressed subjective job satisfaction can be observed among those with university education, this difference cannot be considered statistically significant. Respondents with upper secondary education with a leaving examination appear to be the least satisfied with their job. In the case of respondents with secondary vocational education without a leaving examination, attitudes toward

subjective job satisfaction are relatively balanced, with the majority expressing satisfaction and a smaller proportion reporting dissatisfaction.

#### Verification of Hypothesis H4

For the verification of the fourth hypothesis, respondents were classified into three educational categories. The analysis aimed to assess whether a statistically significant association exists between the level of educational attainment (secondary vocational education without a leaving examination, upper secondary education with a leaving examination, and university education) and employees' decision to accept a better job.

Table 4: Level of Education and the Decision to Accept a Better Job

Respondents' attitude	Secondary vocational (no leaving exam)	Upper secondary (with leaving exam)	University education	Total	$\chi^2$ -test
Yes [n]	7	43	112	162	0,9069
Yes [%]	39%	44%	40%	41%	
No [n]	5	22	77	104	
No [%]	28%	23%	28%	26%	
Undecided [n]	6	32	90	128	
Undecided [%]	33%	33%	32%	32%	
Total [n]	18	97	279	394	
Total [%]	100%	100%	100%	100%	

Source: Own elaboration

As shown in Table 4, the probability value  $p$  is higher than the selected level of significance,  $p$  (0.9069)  $> \alpha$  (0.05). Therefore, it can be concluded that there is no statistically significant relationship between respondents' level of education and their decision to accept a better job, as the  $p$ -value exceeds the threshold of 0.05. Across all educational categories (secondary vocational education without a leaving examination, upper secondary education with a leaving examination, and university education), the proportions of respondents who are willing,

undecided, or unwilling to accept a better job are approximately equal.

#### Verification of Hypothesis H5

For the verification of the fifth hypothesis, four categories of respondents' length of work experience were compared. The objective was to determine whether a statistically significant relationship exists between the length of respondents' work experience (< 1 year, 1–2 years, 2–4 years, > 4 years) and their subjective job satisfaction.

Table 5: Respondents' Length of Work Experience and Their Subjective Job Satisfaction

Respondents' attitude	< 1 year	1-2 years	2-4 years	> 4 years	Total	$\chi^2$ -test
Agree [n]	26	42	74	144	286	0,0001
Agree [%]	57%	61%	70%	83%	73%	
Neutral stance [n]	11	8	11	18	48	
Neutral stance [%]	24%	12%	10%	10%	12%	
Disagree [n]	9	19	20	12	60	
Disagree [%]	20%	28%	19%	7%	15%	
Total [n]	46	69	105	174	394	
Total [%]	100%	100%	100%	100%	100%	

Source: Own elaboration

As indicated in Table 5, the probability value  $p$  is lower than the selected level of significance,  $p$  (0.0001)  $< \alpha$  (0.05). Therefore, it can be concluded that a statistically significant relationship exists between respondents' length of work experience and their subjective job satisfaction. The significantly highest proportion of satisfied respondents is observed among those with work experience exceeding four years. At the same time, this category includes the lowest proportion of respondents who expressed a negative attitude toward their job satisfaction.

Conversely, the lowest level of subjective job satisfaction is found among employees with less than one year of work experience.

#### Verification of Hypothesis H6

For the verification of the sixth hypothesis, four categories of respondents' length of work experience were compared. The analysis aimed to determine whether a statistically significant relationship exists between respondents' length of work experience (< 1 year, 1–2 years, 2–4

years, > 4 years) and their decision to accept a

better job.

Table 6 : Respondents' Length of Work Experience and Their Decision to Accept a Better Job

Respondents' attitude	< 1 year	1-2 years	2-4 years	> 4 years	Total	$\chi^2$ -test
Yes [n]	26	42	54	40	162	0,0000
Yes [%]	57%	61%	51%	23%	41%	
No [n]	7	12	20	65	104	
No [%]	15%	17%	19%	37%	26%	
Undecided [n]	13	15	31	69	128	
Undecided [%]	28%	22%	30%	40%	32%	
Total [n]	46	69	105	174	394	
Total [%]	100%	100%	100%	100%	100%	

Source: Own elaboration

As shown in Table 6, the probability value  $p$  is lower than the selected level of significance,  $p$  (0.0000)  $< \alpha$  (0.05). Therefore, it can be concluded that a statistically significant relationship exists between respondents' length of work experience and their decision to accept a better job. The respondents with four or more years of work experience are the least willing and at the same time the most undecided to accept a better job. The highest proportion of respondents willing to accept a better job is observed among those with one to two years of work experience. Among respondents with two to four years of work experience, acceptance of a better job is the most prevalent response, while neutral and negative attitudes are represented at comparable levels.

#### 4. DISCUSSION

The results indicate that a statistically significant relationship exists between respondents' age and their subjective job satisfaction. It was expected that subjective job satisfaction would differ across the examined age categories. Accordingly, three age groups were analyzed (up to 28 years, 29–44 years, and 45–65 years) in order to identify respondents' attitudes toward their subjective job satisfaction. It may therefore be inferred that age represents a factor influencing employees' job satisfaction.

The highest level of subjective job satisfaction was observed among respondents aged 29–44 years, while the lowest level was identified among respondents up to 28 years of age. This youngest group also expressed the highest level of dissatisfaction with their job satisfaction.

Contrary to expectations, the highest level of positive job satisfaction was not found among respondents aged 45–65 years. The observed tendencies between the independent variable (respondents' age) and the dependent variable (subjective job satisfaction) thus differ from previous empirical findings.

Ipsirli and Namal (2023) report that younger and older employees tend to experience higher levels of job satisfaction compared to middle-aged individuals. In most studies addressing this issue, job satisfaction follows a U-shaped pattern in relation to age. Younger employees typically report high levels of satisfaction, often attributed to the enthusiasm associated with entering the workforce. As work experience increases, job satisfaction tends to decline among middle-aged employees due to rising expectations and changing perspectives. In later stages of working life, job satisfaction often increases again as personal demands decrease and factors such as reduced mobility in the labor market or awareness of age-related employment barriers become more salient (Ipsirli & Namal, 2023).

Our findings further demonstrate that age significantly influences respondents' decisions to accept a better job. It was assumed that willingness to accept a better job would vary across age categories, which was confirmed. The greatest willingness to accept a better job was observed among respondents up to 28 years of age. Conversely, respondents aged 45–65 years were the most unwilling to accept a better job and most frequently expressed a negative attitude toward such a decision. Among respondents aged 29–44 years, attitudes toward

accepting, rejecting, or being undecided about a better job offer were approximately evenly distributed.

Related findings by Li et al. (2021) suggest that younger employees who have not yet attained leadership positions are more positively influenced by leadership behavior than older employees or those in managerial roles, highlighting the importance of leadership behavior in fostering engagement among early-career employees. Moreover, the relationship between leadership behavior and work engagement is significantly moderated by managerial status, with the influence of leadership behavior increasing when individuals hold leadership positions (Navickas et al., 2023; Piotrowski et al., 2021).

In the next part of the analysis, attention was devoted to the relationship between respondents' level of education (secondary vocational education without a leaving examination, upper secondary education with a leaving examination, and university education) and subjective job satisfaction. Although descriptive results indicate differences in subjective job satisfaction across educational levels, no statistically significant relationship between education level and subjective job satisfaction was confirmed. The highest proportion of respondents reporting positive job satisfaction was found among those with university education, whereas the lowest level of satisfaction was observed among respondents with upper secondary education with a leaving examination. This may be attributed to higher expectations that are not sufficiently met by actual working conditions.

In this context, Clark et al. (as cited in Ipsirli & Namal, 2023; Wall et al., 2022) note that vocational training, qualifications, and work experience can influence job satisfaction in a manner similar to age and gender. It is often assumed that individuals with higher levels of education and experience may exhibit lower job satisfaction due to disproportionately increasing expectations and demands.

The decision to accept a better job was also examined in relation to respondents' level of education. The results indicate that no statistically significant relationship exists between educational attainment and the decision to accept a better job. This finding was unexpected, as it might have been assumed that respondents reporting lower job satisfaction

would demonstrate a stronger willingness to accept a better job offer.

Finally, the relationship between subjective job satisfaction and length of work experience (< 1 year, 1–2 years, 2–4 years, > 4 years) was analyzed. The highest proportion of satisfied employees was observed among respondents with more than four years of work experience, while the lowest level of satisfaction was found among employees with less than one year of experience. Additionally, distinct patterns emerged regarding willingness to accept a better job. Respondents with four or more years of work experience were the least willing and most undecided about accepting a better job, whereas the highest willingness to accept a better job was identified among respondents with one to two years of work experience.

## CONCLUSION

The results of the questionnaire survey confirm the existence of statistically significant relationships between selected socio-demographic characteristics of employees and both subjective job satisfaction and willingness to accept a better job. The analysis shows that age and length of work experience represent significant factors influencing employees' work-related attitudes, while the level of education does not demonstrate a statistically significant effect in this context.

A statistically significant relationship was identified between respondents' age and subjective job satisfaction. The highest level of job satisfaction was observed among respondents aged twenty-nine to forty-four years, whereas the lowest level was recorded among respondents up to twenty-eight years of age. Age also significantly influenced respondents' decisions regarding the acceptance of a better job, with younger employees showing the greatest willingness to accept a new job offer and respondents aged forty-five to sixty-five years demonstrating the strongest reluctance to change jobs.

The results further indicate that respondents' level of education is not significantly associated with either subjective job satisfaction or willingness to accept a better job. Although respondents with university education reported a higher proportion of positive job satisfaction, the

differences among educational categories were not statistically significant. Similarly, attitudes toward accepting a better job were distributed relatively evenly across all levels of education. In contrast, length of work experience was found to be significantly related to both examined variables. Employees with more than four years of work experience reported the highest level of subjective job satisfaction and simultaneously showed the lowest willingness to accept a better job, frequently expressing indecision.

Conversely, respondents with shorter work experience - particularly those with one to two years of practice - were more inclined to accept a better job, while respondents with less than one year of experience expressed the lowest level of job satisfaction.

Overall, the findings highlight the importance of age and work experience as key socio-demographic determinants of job satisfaction and job mobility decisions, while educational attainment appears to play a less decisive role.

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