
ECONOMIC ANALYSIS OF JOB SATISFACTION OF EMPLOYEES IN THE SERVICE OF AGRAR SECTOR IN THE REPUBLIC OF SERBIA

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ABSTRACT

In the age of digital economy, the increasingly and dynamic needs of the market require an increasing competitiveness of the organization. The competitiveness of an organization based on human resources. They should have knowledge, skills, expertise, creativity and be innovated. Individual results could contribute to better economic results of whole organization, and it's had direct connection with job satisfaction of employees. Job satisfaction has to be measured with general satisfaction indicators and some specific partial indicators, too. In this paper, authors researched job satisfaction of employees in the service of Agriculture sector of the Republic of Serbia, used a Survey on sample of 420 employees. The survey conducted from February to May 2025. The results could be use like guideline of business, especial in the digital environment.

Introduction

The age of the digital economy brings turbulent business environment. This contributes to the fact that the competitiveness of an organization are primarily based on intangible (human) resources, among which knowledge, skills, expertise, creativity and innovation of employees occupy important place. Needs of the market are becoming more dynamic and subtle, and competition is getting stronger, the constant actualization, of employee job satisfaction imposes as an imperative for the long-term survival of every organization. In digital environment, human resources, time and money are the most important input for successfully business (Avakumovic & Avakumovic, 2025, 11).

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It is important to emphasize that there are significant reasons why job satisfaction has got special attention. The reasons for studying can be classified according to the focus on the employee or on the organization. First is the *humane aspect*, which is important because people deserve to be treated fairly and with respect. Job satisfaction is a reflection of one such treatment, and can also be considered an indicator of the emotional well-being or mental health of the employee. The second reason is *utility*, because employee satisfaction brings many benefits to the company. Since job satisfaction is conditioned by the behavior of the employee, which has an impact on the *functioning of the whole organization*, we can single it out as a third aspect. Differences of job satisfaction between organizational units can indicate potential problems inside of them (Spector, 1997, 2).

The research of attitudes and achievements in the field of the impact of HRM activities on employee satisfaction, presented in available professional books, scientific journals and Internet sources, used for research on the impact of job satisfaction of employees in the agricultural sector.

In the Republic of Serbia, the agricultural sector is developed and in addition to the production of agricultural goods (crop production, livestock farming, production of organic products); we also encounter a developed service activity of the agricultural sector. Service providers in the agricultural sector, whose employees were in the focus of this research, are specialized retail stores in which agricultural goods are placed, and veterinary stations and clinics in which employees provide support to sustainable and healthy growth and development of livestock.

The survey was conducted through an on-line questionnaire, available on the website that was formed like the basis of open access to Google surveys (Google questionnaire), compiled of standardized instruments that were combined in one questionnaire and selected in accordance with the research goals.

The research sample consists of 420 employees in the service of agriculture sector of the Republic of Serbia, which represents a quota sample. The sample size is determined according to the view of the author Anderson (2004), who proposes that for research in human resource management, where the basic set is larger than 15000, a sample of 1% is appropriate. In the research period from February to May 2024, based on the data of the Statistical Office of the Republic of Serbia contained in the Statistical Yearbook of the Republic of Serbia (2023, 224, 231), 36,616 persons were engaged in the service activity of the agrarian sector of the Republic of Serbia, which include employees on the holdings of legal entities and entrepreneurs and family farms, of which respondents who are also engaged in the placement of products of the agrarian sector were singled out, as well as 2214 employees in veterinary stations and clinics.

Descriptive statistics, correlation analysis, and hierarchical multiple regression analysis were used to analyze the collected data. IBM SPSS Statistics 24 and MS Office Excel were used for data processing.

Job satisfaction

There are many definitions of job satisfaction in the literature. In the continuation of the paper work, we present the most famous.

Hollenbeck and Wright (2015) define job satisfaction as the “pleasant feeling” that arises from the notion that one’s job fulfills or enables the fulfillment of an employee’s important business values. This expresses three essential aspects of job satisfaction: functional value (defined as something that a person consciously or unconsciously wants to achieve); Employees have different views on what skills are important (which is critical in determining the nature and degree of their job satisfaction); and one’s perception of the situation with regard to the values they value (Radić & Radić, 2015, 355).

Generally, job satisfaction is an *attitude* that manifests itself at the workplace as an individual behavior of an employee and can have an impact on the organization and organizational behavior. It encourages employees to increase personal performance, commitment to the organization, reduces absenteeism from the workplace and increases interest in the profession. Job satisfaction is equally important in both the private and public sectors, as well as in developed and less developed countries (Avakumović, 2020).

Attitude can also be defined as the degree of positive or negative feelings that a person has towards to another person, place, or thing (Levy, 2003, 278), and can be positive or negative (Saba, 2011, 2). An employee’s attitudes consist of feelings, thoughts, and intentions about how to behave while performing their work. An employee, as an individual, often adjusts his/her attitude in accordance with the attitudes of the group (team) within which performs his/her activity.

Attitudes are generally acquired over a long time period, so job satisfaction or dissatisfaction emerges as an employee receives more and more information about the workplace. If the *causes of job satisfaction* are identified, they should not be ignored later, because that could lead to variations and job dissatisfaction (Milojević, Milanović, 2025). Constant monitoring and measurement of job satisfaction is a need that arises from the fact that job satisfaction is a dynamic attitude of employees. Job satisfaction is part of the life satisfaction and despite the influence of family, religion, politics and leisure (Newstrom, 2007, 204-205) it has a significant impact on “work-life balance”.

Đorđević et al. (2017, 264) put point that job satisfaction can be seen as a phenomenon – a global feeling about work, as a constellation of attitudes about different aspects of work. Author Saba finds that job satisfaction is an important concept in any work environment that analyzed in a large number of studies by various authors in the field of human resource management (Saba, 2011, 2) and the field of psychology (Levy, 2003, 281), in which employee attitudes and organizational commitment were examined.

Ivanović-Djukic et al. (2018, 14) define job satisfaction as an attitude towards work that arises as a result of cognitive, affective, and evaluative individual responses to

different characteristics of the workplace. Authors (Saiti & Papadopoulos, 2014, 74; Khan et al., 2014, 53) point out that job satisfaction can be defined as a cognitive, affective, or emotional, and evaluative reaction of an individual to job. The cognitive component contains what one believes one knows about the object of the attitude, the evaluative component refers to how much we like or dislike a thing (or person), and the behaviorist component contains a certain predisposition to act in a certain direction (Zimanji & Susnjar, 2007, 135).

Stankovska et al. (2017, 160) emphasize that job satisfaction is an emotional response to the current situation in the workplace, which the employee is facing, i.e. the employee's perception between what he/she wants from work and what is realistically provided to him/her at that job. Amaresena (2015, 541) sees as a "key element" of job satisfaction emotional fulfillment through earnings, promotion, or harmony between the rewards offered by the work environment and the individual's desire for these rewards Küskü (2001, 146).

It is important to note that employee dissatisfaction can also manifest at job place. If an employee is insufficiently or inadequately engaged in the workplace, he/she will show a low level of commitment to the organization, spreading a strong negative mood that can cause a wide range of negative consequences. Newstrom (2007, 208) emphasizes that employee dissatisfaction can manifest itself as psychological absence from work (lack of interest) during the working day, or physical absence (unjustified absence, leaving the workplace before the end of working hours, longer breaks than prescribed, slowness in work - less performance), up to the manifestation of aggressive behavior.

In everyday conversation, job satisfaction is often equated with motivation. It's important to understand the difference between satisfaction and motivation. Motivation is interpreted like the pursuit and effort to satisfy needs or goals, while satisfaction refers to the reaction felt as a result of the satisfaction or non-satisfaction of needs. In other words, motivation directs activities towards achieving the desired results, while satisfaction is a consequence of that result. Employees need to be motivated to work, and according to Hadžić and Nedeljković (2010, 90), in addition to the individual characteristics of the employee and his/her personal potential, motivation can also be influenced by factors related to the work environment and the wider community.

There are many theories of motivation, the most prominent of which is Herzberg's two-factor theory of motivation. Herzberg investigated the factors that lead to employee satisfaction and came to the conclusion that these factors can be divided into two groups: hygiene factors and motivation factors. Compliance of hygienic factors prevents the occurrence of dissatisfaction. They are preventive in nature and are not factors that encourage a person to work better and more, but only prevent job dissatisfaction. These factors include earnings, employment status, job security, working conditions, company policy, relationships with colleagues and superiors, etc. Motivation factors are factors that lead to satisfaction, have a positive effect on motivation and include: success in work, recognition, promotion, character of the job itself, the potential of

workers to learn and develop their abilities (according to Avakumović, 2021). Stepanov et al. (2016) argue that Herzberg's theory is based on two assumptions. The first is satisfaction and dissatisfaction, which are not in opposite, but its are two separate ends connected by different factors, which means that the opposite end of job satisfaction is not dissatisfaction but the absence of satisfaction. Another important assumption of the model is the different categories of motivational factors: hygienic (situational factors) and factors related to the work that a person performs (Bahtijarević-Šiber, 1999). With his theory, Herzberg tries to emphasize the need to transform work so that it enables the individual development of the individual within the business organization, whereby it is necessary to make the work more creative, to encourage the development of the individual's abilities, that is, he develops the idea of enriching work and work tasks as the most important motivational factor (Stepanov et al., 2016, 56).

Job satisfaction directly influences professional (Shamina, 2014, 1-3) and organizational (Trivellas & Santouridis, 2016, 171) commitment and motivates employees to increase their productivity (Khan et al, 2014, 54). Certainly the key principle of motivation (Armstrong, 2011) based in the fact that performance is based on a person's abilities and motivation (Radić & Radić, 2015, 355).

The causes of Job satisfaction

Spector (1997, 30) emphasizes that the causes of job satisfaction can be classified into two main categories: work-related factors and personal factors. The first category includes work-related factors (employee treatment, nature and type of work, relationship with other employees, and rewards), while the second category includes individual factors (personality characteristics and previous experiences). Levy (2003, 282) select job characteristics like individual/personal characteristics, social factors, and developmental opportunities. The characteristics of the job include the diversity of skills, the identity of the work task, the importance of the work task, autonomy, feedback, stress and workload, and as individual/personal characteristics he singles out affective characteristics, personality and self-confidence. By social factors, Levy (2003) includes relationships with superiors, co-workers, the role of the employee, and fairness within the organization, and the possibility of advancement includes promotion, salary, and benefits, as well as work-family roles.

The causes of job-related job satisfaction include: the nature of the job, the scope of work, the length of service with a specific employer and the job position.

Organizational causes of job satisfaction, in addition to leadership style, are career development and professional development opportunities, compensation systems, organizational communication, relationships with colleagues and teamwork, stability-security of the workplace, working conditions, work-family conflict, flexible working hours and alternative work programs, as well as the size of the organization.

Organizational causes of job satisfaction include *flexible working time* and *alternative work engagements*.

In addition to the causes related to work and organization, job satisfaction is also significantly influenced by *personal causes* of job satisfaction: harmony between work and the individual, personality traits and demographic characteristics (gender, age). Edwards (1991) believes that harmony exists when the characteristics of the employee coincide with the characteristics of the job. Writing about the influence of personality traits on job satisfaction, it is important to point out that a large number of studies suggest that people have characteristics that predispose to a positive or negative reaction to work, that is, some people are usually satisfied, while others are usually dissatisfied with their job. Stew and Ross (1985) found a moderate correlation between determining the degree of job satisfaction over time, finding that there was stability in job satisfaction scores even when individuals changed jobs. (Avakumović, 2020).

Two traits that show a significant positive correlation with job satisfaction are the internal locus of control and negative affective.

A locus of control is a cognitive variable that represents a person's individual belief in their ability to cope with positive and negative situations in life (Jakšić, Zekić, 2025). The internal locus of control has an impact on performance, leadership, job perception, and work motivation, and is also correlated with job satisfaction (Spector, 1997, 51). Negative affective is a personality variable that reflects a person's tendency to experience negative emotions, such as anxiety or depression in various situations. Watson et al. (1986) believe that people who exhibit high levels of negative affective will experience work in more negative ways, which will certainly be reflected in extremely low levels of job satisfaction. Schaubroeck et al. (1994) considered that a low level of negative affective makes a person make a better job choice and thus will achieve a higher level of job satisfaction, because he is in a better job (Spector, 1997, 52).

Demographic characteristics of an employee (age, gender) can certainly be the cause of (dis)satisfaction of work, and as Noé (2004) pointed out, there are quite complex relationships between the demographic characteristics of employees and their job satisfaction.

The Effects of Job Satisfaction

There are many classifications of the consequences of job satisfaction. According to Spector (1997, 1955), employee behavior in the workplace is a consequence of job satisfaction or dissatisfaction, and is expressed through work-related variables (employee performance and turnover) or non-work-related variables (health and satisfaction with private life).

Robbins and Judge (2013, 82-83) have shown what happens when an employee (dis)likes their job, providing a theoretical model/framework in which the four responses to dissatisfaction are classified as constructive/destructive and/or active/passive. These answers are: exit, voice, loyalty, and neglect. *Exit*, as an active-destructive response, directs the behavior of employees towards leaving the organization, including looking for a new position, as well as resigning. *Voice*, as an active-constructive response,

includes an active and constructive attempt to improve conditions, including suggestions, discussion with superiors regarding problem solving, as well as some form of union activity. *Loyalty*, as a passive-constructive response, is an optimistic wait for conditions to improve, including the “defense” of an organization that is faced with external pressure and the belief that management is “doing the right thing.” *Neglect*, as a passive-destructive response, leads to conditions deteriorating, including chronic delays, absenteeism, reduced work activities, and an increase in the rate of errors in the workplace.

The impact of employee satisfaction can be felt on an *individual* and *organizational* level.

Physical and *mental* well-being is another individual consequence of job satisfaction, and according to the World Health Organization (WHO), health is physical, mental, and social well-being. We can conclude that ensuring physical and mental well-being in the workplace is important for the employee, and according to the authors of the dissertation, it also has significant effects on individual performance.

Regarding absenteeism from work (absenteeism), it is important to point out that absenteeism is divided into unjustified (voluntary) and justified or unavoidable (illness, important family problems, etc.).

Rodić (2020) points that absenteeism from work for any reason and an indicator of problems, dissatisfaction of employees with the organization and its management. One of the main effects of job satisfaction, along with productivity and turnover, is absenteeism (Mirković, 2025). Empirical research has confirmed that satisfied workers are less likely to be absent from work, although the correlation between job satisfaction and absenteeism is not as strong as expected. For this reason, it is possible that even dissatisfied workers come to work regularly in fear of losing their jobs (Rodić, 2020, 302).

Spector (1997) points that employee turnover is the result of job dissatisfaction, and that therefore employees who do not like their job will do everything to find another one.

According to Strizović (2019, 48), counterproductive work behaviors are defined as any type of intentional behavior of members of an organization that is contrary to organizational goals and that potentially threatens its interests. Counterproductive work behaviors include various negative actions, such as: refusal to perform work tasks, unjustified sick leave, all the way to destructive actions such as aggressive behavior, destruction of the organization’s property or theft.

Measuring of Job Satisfaction

Vilares and Coelho (2003) pointed that job satisfaction is a latent construct that cannot be directly measured, but is assessed on the basis of certain indicators. Thus, in most studies, job satisfaction was measured using partial measures (subscales: nature of work, co-workers, earnings, promotions, occasional rewards, flexible benefits, communication, superiors, and working conditions) (Spector, 1997, 9).

Hadžić and Nedeljković (2010, 42-43) specify that Hapok (1935) was the first to introduce a measure of general job satisfaction of 4 items, and later numerous questionnaires appeared that measure both general job satisfaction and satisfaction with certain dimensions (aspects) of work. Thus, job satisfaction can be viewed through the sum of all indicators, the result of which is the level of general satisfaction (Spector, 1985).

Measuring of job satisfaction is important because the results indicate the difference between an individual's expectations of a job and what that job actually provides (Hadžić & Nedeljković, 2010, 42-52).

Different methods of measuring job satisfaction can be measured by Héthy and Mako (1981) as direct (subjective) and indirect (objective). Direct methods are, for example, questionnaires or interviews, while indirect methods can be the research of specific documents and data.

The most commonly used methods of measuring job satisfaction are: rating scales and questionnaires, critical incidents and interviews, and confrontation meetings (Avakumović, 2021).

For job satisfaction studies, it is typical according to Newstrom (2007, 217-218) that data is collected through questionnaires where we can use closed or open questions. In the case of "closed questions" we can offer "ready-made answers" that the employee will mark (choose according to their own attitude), while the employee will answer the "open questions" in their own words. In addition to questionnaires, we can also use rating scales to measure job satisfaction, when respondents receive a set of statements and each should indicate the extent to which they agree with the given statement.

Job satisfaction in the services of Agriculture sector of the Republic of Serbia

As already stated, although there are numerous methods for measuring the level of job satisfaction, it is a complex construct and therefore various challenges can arise in measuring partial or general satisfaction.

This research was conducted in the service industry of the agriculture sector of the Republic of Serbia, using the method of a survey that was set up through free access on the Google platform, and the sample represents 420 responses from employees.

The Survey was conducted anonymously, and employees answered in the form of a grade from 1(one) to 5(five), where the grade 1(one) was the lowest, and the grade 5(five) was the highest: (1-very bad, 2-bad, 3-average, 4-good and 5-excellent) or descriptive through a free-form answer.

The responses of the employees on which basis we made the analysis were related to the sex of the employees, the age of life, the length of service (Stojković, Kocić, 2024). Partial indicators are classified into: satisfaction with management, communication in the workplace, possibility of advancement and working conditions.

Satisfaction with the management is observed through trust in the management of the facility, clearly defined goals and consideration of the employees' suggestions by the management.

Satisfaction with communication in the workplace was observed and analyzed through the existence of communication problems that can cause conflicts and disrupt interpersonal relationships (Slavić, Avakumović, Berber, 2019) on whether we can freely turn to colleagues and superiors for help in the implementation of tasks.

Satisfaction with the possibility of advancement are monitoring through training, training and career development.

Satisfaction with working conditions through satisfaction with going to work, a good working environment, the benefits offered by the workplace, the regularity of salary payments and the possibility of a balance between private and business life.

Employees were then asked to give suggestions and suggestions in their own words, which should be taken into account and implemented by the management in order to increase employee satisfaction.

Below are the results of research, analyses, assessments of general job satisfaction and suggestions for increasing employee satisfaction.

Out of 420 employees, 90 are male and 330 are female.

According to the age of life, 70 employees are aged between 18 – 25 years, 160 employees are aged between 26 – 35 years, 150 employees are aged between 36 – 45 years, 20 employees are aged between 46 – 55 years and 20 are over 55 years old.

According to years of work, 110 employees have less than 1 (one) year in the sector, 170 are from 1 (one) – 5 (five) years in the company, 50 from 6 (six) – 10 years, 40 are from 11 – 15 years, 30 from 16 to 20, while 20 employees in the company have over 20 years.

In the Table 1: Satisfaction with the management, is an overview of the evaluation of employees in the the Agriculture sector of the Republic of Serbia.

Table 1. Satisfaction with the management.

<i>Questions/Answers</i>	Very bad (1)	Bad (2)	Average (3)	Good (4)	Excellent (5)
<i>I have confidence in the management of the sales facility/ambulance/station</i>	/	10	50	210	150
<i>The objectives of the business are clearly defined</i>	10	20	120	140	130
<i>Management takes the suggestions of employees</i>	/	20	160	130	110

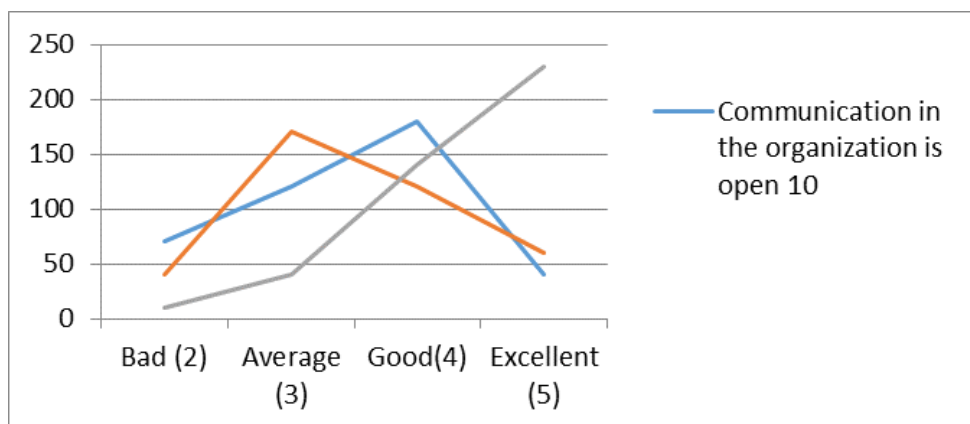
Source: Author's research

Based on the analysis of the results presented in Table 1: Satisfaction with the management, where employees gave grades from 1 (one) to 5 (five), the average grades are:

1. I have confidence in the management of the sales facility/ambulance/station – 4,19
2. The objectives of the business are clearly defined 3,86
3. Management takes the suggestions of employees– 3,78

Next image (Figure 1) is a graphic representation of satisfaction with management.

Figure 1. Satisfaction with the management.



Source: Author's research

More detailed analysis of all the responses, we can find that the average rating of satisfaction with the management is **3.94**.

In the Table 2: Communication at the workplace is an overview of the evaluation of employees in the Agriculture sector of the Republic of Serbia.

Table 2. Communication at the workplace

Questions/Answers	Very bad (1)	Bad (2)	Average (3)	Good(4)	Excellent (5)
Communication in the organization is open	10	70	120	180	40
There are no communication problems that can cause conflicts and disrupt interpersonal relationships	30	40	170	120	60
I feel free to ask questions to colleagues and superiors if the work task is not clear to me	/	10	40	140	230

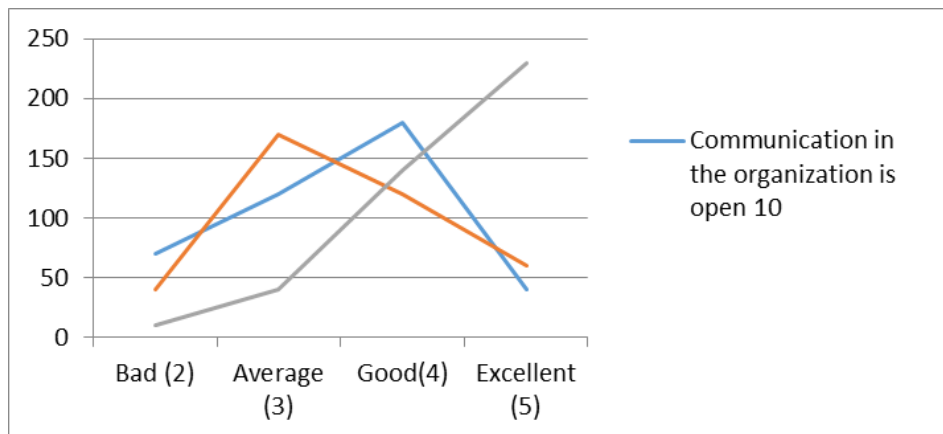
Source: Author's research

Based on the analysis of the results presented in Table 2: Communication at the workplace, where employees gave grades from 1 (one) to 5 (five), the average grades are:

1. Communication in the organization is open – 3,40
2. There are no communication problems that can cause conflicts and disrupt interpersonal relationships – 3,33
3. I feel free to ask questions to colleagues and superiors if the work task is not clear to me – 4,40

Next image (Figure 2) is a graphic representation of communication in the workplace.

Figure 2. Satisfaction with Communication at the workplace



Source: Author's research

Detailed analysis of all responses represents the average score of employee satisfaction with communication at the workplace is **3.71**.

In the Table 3: Possibility of promotion is an overview of the evaluation of employees related to the possibilities of promotion, i.e. career development in the service activity of the agrarian sector of the Republic of Serbia.

Table 3. Possibility of promotion

Questions/Answers	Very bad (1)	Bad (2)	Average (3)	Good(4)	Excellent (5)
<i>I have the opportunity to learn and improve</i>	/	20	80	160	160
<i>I have the opportunity for training and training</i>	10	20	80	160	150
<i>I've got a chance to move forward</i>	10	50	70	200	90

Source: Author's research

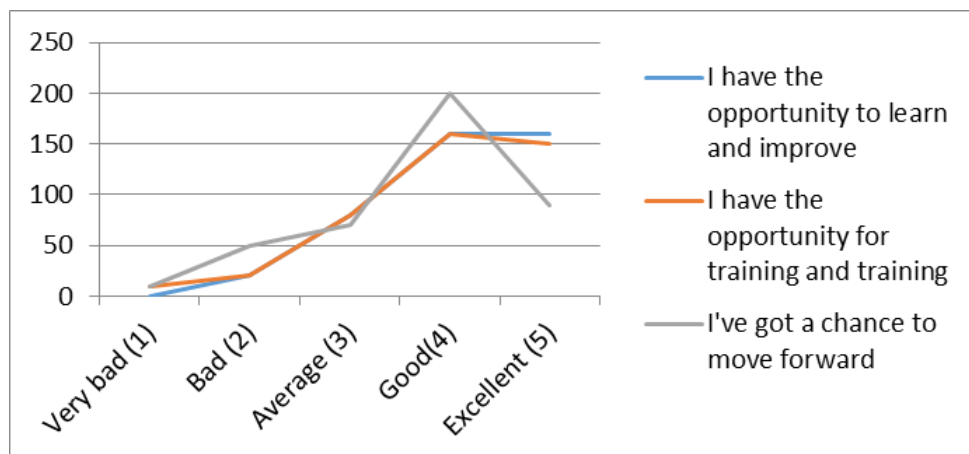
Based on the analysis of the results presented in Table 3: Possibility of promotion, where employees gave grades from 1 (one) to 5 (five), the average grades are:

1. I have the opportunity to learn and improve – 4,09

2. I have the opportunity for training and training - 4
3. I've got a chance to move forward – 3,74

Next image (Figure 3) is a graphic representation of Possibility of promotion.

Figure 3. Satisfaction with possibility of promotion



Source: Author's research

Detailed analysis of all responses represents the average score of employee satisfaction with possibility of promotion **3.94**.

In the Table 4: Terms and Conditions is an overview of the evaluation of employees in the Agriculture sector of the Republic of Serbia.

Table 4. Terms and Conditions

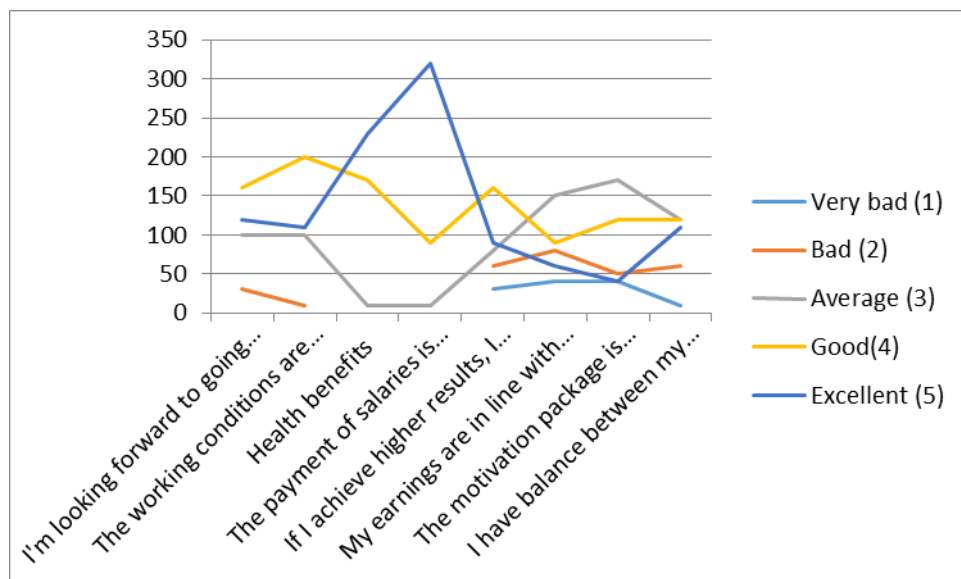
Questions/Answers	Very bad (1)	Bad (2)	Average (3)	Good(4)	Excellent (5)
<i>I'm looking forward to going to work</i>	10	30	100	160	120
<i>The working conditions are good</i>		10	100	200	110
<i>Health benefits</i>	10		10	170	230
<i>The payment of salaries is regular</i>			10	90	320
<i>If I achieve higher results, I can expect to increase my earnings in line with them</i>	30	60	80	160	90
<i>My earnings are in line with my results</i>	40	80	150	90	60
<i>The motivation package is satisfactory</i>	40	50	170	120	40
<i>I have balance between my personal and professional life</i>	10	60	120	120	110

Source: Author's research

Based on the analysis of the results presented in Table 4: Terms and Conditions, where employees gave grades from 1 (one) to 5 (five), the average grades are:

1. I'm looking forward to going to work – 3,83
2. The working conditions are good – 3,98
3. Health benefits – 4,45
4. The payment of salaries is regular – 4,74
5. If I achieve higher results, I can expect to increase my earnings in line with them – 3,52
6. My earnings are in line with my results – 3,12
7. The motivation package is satisfactory – 3,17
8. I have balance between my personal and professional life – 3,62

Figure 4. Satisfaction with Terms and Conditions



Source: Author's research

Detailed analysis of all responses represents the average score of employee satisfaction with terms and conditions is **3.81**.

This analysis of the results of this Survey, we learned the attitudes of employees – respondents in the agricultural sector, about the key factors of internal and external motivation as well as material and non-material compensation (Pouliakas, 2010).

In this sense, the open answers are also interesting - the recommendations given by the respondents as a proposal for improving the working atmosphere, interpersonal relationships and working conditions, and they are: Bonuses with an emphasis on

additional health insurance, including dental care; They need clear definitions and responsibilities; Strengthening team spirit through continuous education through various types of courses with course proposals and abroad; Organization of team building through recreational gatherings; Material stimulation; More days off in sales facilities; A greater number of programs for advancement; Quality of the workplace and equipment of the facility of sale/ambulance/station; Quality of service through improved communication with service users and feedback; Clearer hierarchy and responsibility of individuals; Listen to the suggestions of employees from the managers of specific sales facilities/ambulances and stations, etc.

We can conclude that the Survey, which was conducted on a sample of 420 employees – respondents, pointed out to us the attitudes of employees on general satisfaction and average employee satisfaction.

Dissatisfaction is indicated by a score of 1(one)-2(two), ambivalence is indicated by a score of 3(three), while job satisfaction is indicated by a score of 4(four)-5(five).

Partial employee satisfaction shown in tables 1 (one) to 4 (four), give results on the basis of which we conclude that partial satisfaction with management is **3.94**; partial employee satisfaction with communication at the workplace **3.71**; partial satisfaction possibility of advancement **3.94**; and partial satisfaction of employees with working conditions **3.81**.

The average overall employee satisfaction is **3.85**. A score of 3.85 is closer to job satisfaction than ambivalence, so we believe that employees are satisfied with their jobs.

Of the partial indicators of work, employees are most satisfied with management and the possibility of promotion, followed by working conditions and communication.

The results indicate general job satisfaction as well as satisfaction with all partial indicators.

The Economic Effects of Job Satisfaction

Managers and human resource managers in the service industry of the agrarian sector should pay special attention to employee satisfaction, because job satisfaction affects through individual performance (performance) the performance not only of the organization in which the employee works, but also of the economic results of the entire Agriculture sector.

This is indicated by the data according to which we can see that the turnover of agricultural services in million RSD from 2012 until today has almost doubled, which is shown in the next Table 5.

Table 5. Production of agricultural goods and services in million rs. in the Republic of Serbia

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
11087	13442	15023	13813	14999	13856	15000	15313	16223	17119	20177

Source: Statistical Yearbook. 2023, 212.

In Table 6 we can see the turnover of agricultural products and food products obtained from the processing of agricultural raw materials, in million RSD during 2022.

Table 6. Turnover of agricultural raw materials and food products in 2022 in million RSD in the Republic of Serbia

<i>Agricultural Raw Materials and Live Animals</i>	330.415
<i>Food Products</i>	563.221

Source: Statistical Yearbook. 2023, 299.

All this emphasizes the importance of employees in the activity of the agricultural sector and clearly shows the importance of participation in the entire turnover.

The digital economy also brings digital human resource management in the Agriculture sector. The work and results of employees are increasingly dependent on digital tools and require “digital literacy” (Nawaz, Kundi, 2010) not only of managers but also of non-managers in the sales facilities of the agricultural sector, veterinary clinics and stations.

“Digital Human Resource Management” refers to the planning, implementation and application of digital technologies in digital human resource management, a new phenomenon known in the literature as e-human resource management. Human resource management activities such as planning, recruitment, training, compensation (Strohmeier, 2007) have undergone major changes and adaptation to the digital age.

Many positions in the production and trade of agricultural products and the provision of services in the agricultural sector, which are currently held by unskilled or poorly qualified forces, will be transformed into positions that will require a specialized workforce with special knowledge and skills due to the impact of digitization. (Amaldi, 2017)

Measuring of the success of human resource management is derived from the measurement of human capital, which can be viewed from two aspects: (Bahtijarević-Šiber, 2014)

- analysis of human capital at the level of the socio-economic community (macro-analysis), and
- analysis of the contribution of human resources management activities, which produce and develop human capital at the organizational level, to organizational performance (micro analysis).

Human capital is the producer of intellectual capital. From an economic perspective, human capital refers to the ability of individuals to create value that consumers are willing to pay for. (Slavić, Avakumović, 2018)

If we look at the value of human resources as intellectual capital, and we consider intellectual capital as the knowledge that the employee possesses, then we must bear in mind that this knowledge transforms raw materials and makes them very valuable. It is this knowledge that translates into profit (Steward, 2001).

Conclusion

It is undeniable that the most important challenges in the modern economy are globalization and digitization. Therefore, we can also say that we live and work in the age of the digital economy and digital environment.

Intangible resources – employees should be seen as a “source of value” and not as an “additional cost” in order to organize the work process in a quality, rational and efficient way (Avakumović, 2024). Each sector puts emphasis on employees who will possess knowledge and professional skills that will contribute as an employee’s performance to increasing the performance of the entire organization. In order for an employee to have a sense of “usefulness” in his workplace and in the organization in which he is employed, the management should create the possibility of training (especial in digital environment to work on modern digital platform) (Avakumovic & Avakumovic, 36, 2025), acquiring new knowledge and experience, the possibility of participating in decision-making, an adequate salary system that would evaluate quality, complexity and working conditions.

Just as there are causes of job satisfaction, so are the consequences of job satisfaction. Spector (1997, 55) emphasizes that every behavior and result of employees is a consequence of job satisfaction or dissatisfaction, and is expressed through variables that are related to work (performance and employee turnover), or variables that are not related to work (life balance).

After conducting a survey on the satisfaction of employees in the service activity of the Agriculture sector of the Republic of Serbia, on a sample of 420 employees in various sales facilities of products of the agrarian sector, veterinary clinics and veterinary stations on the territory of the Republic of Serbia, we can conclude that from partial indicators of work, employees are most satisfied with management and the possibility of promotion, then with working conditions and communication with accent on digital communication use digital platform. Partial indicators affect overall job satisfaction and in each analysis, managers or human resources managers should find a correlation between which partial indicators has the lowest score and work to improve the results in order to improve overall job satisfaction in the long term.

Conflict of interests

The authors declare no conflict of interest.

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