

THE IMPACT OF JOB SATISFACTION ON THE ACTIVATION OF HUMAN CREATIVE POTENTIAL

Nikčević Gordana¹

Pavićević Đorđije²

Abstract: *Employee satisfaction in the workplace is often highlighted as a key factor of successful business operations, but its connection with the release of human creative potential has not been sufficiently explored. Starting from this question, a study was conducted in a specific organization with the aim of examining whether and how employee satisfaction affects their creativity and work efficiency. A qualitative method was used, and data were collected through interviews with employees. The results showed a clear correlation between job satisfaction and motivation, which directly impacts overall work efficiency. Particularly emphasized is the importance of personal recognition and praise from managers, which provides employees with a sense of value and stimulate their creative energy.*

In the organizational context, employee satisfaction is influenced by multiple interconnected factors that shape the work atmosphere. Individuals who contribute to a positive environment through their approach and behavior play a key role in inspiring

¹ Fakultet za poslovnu ekonomiju i pravo, Univerzitet Adriatik Bar, Šetalište Kralja Nikole Potkovića D1, Marina Bar, Crna Gora 85 000 Bar, gogan@t-com.me, <https://orcid.org/0000-0002-9804-6917>

² Fakultet za poslovnu ekonomiju i pravo, Univerzitet Adriatik Bar, Šetalište Kralja Nikole Potkovića D1, Marina 85 000 Bar, Crna Gora, djpavicevic3@gmail.com, <https://orcid.org/0000-0002-9484-3361>

colleagues to greater creativity. On a broader, societal level, it is evident that satisfied employees achieve better work outcomes. Therefore, it is of great importance to build a pleasant and supportive work environment, as well as to nurture good interpersonal relationships within the collective.

Keywords: *employee satisfaction, motivation, creativity, organizational climate, creative potential.*

INTRODUCTION

In contemporary business conditions characterized by change and increasingly complex market demands, enterprises face a constant need to maintain and improve their competitive position. Achieving sustainable competitive advantage is becoming more challenging and requires continuous organizational development, improvement of internal processes, and increased work efficiency. The key factor in achieving these goals is human capital – employees, whose knowledge, skills, and motivation directly contribute to the success of the company.

For this reason, modern organizations are increasingly dedicating attention to building quality relationships between management and employees, based on mutual trust, respect, and joint action. A high level of employee satisfaction affects not only their individual productivity but also their readiness for creative thinking and teamwork. In addition to appropriate financial compensation, various forms of non-financial rewards play a significant role in shaping employee satisfaction, contributing to a sense of belonging, motivation, and professional fulfillment.

Within this research, several different organizational units of the company were analyzed, with a particular emphasis on identifying the factors that affect employee satisfaction and, consequently, their willingness to actively contribute to the growth and development of the organization. The company's management demonstrates an awareness of the importance of employee motivation as a prerequisite for maintaining competitiveness and long-term business stability.

The aim of the research is to analyze the current level of employee job satisfaction, with a special focus on the aspects that encourage their creativity and enable active involvement in the processes of company improvement and development.

1. THEORETICAL FRAMEWORK

Job satisfaction, creativity, and organizational climate are key factors that shape employee motivation and engagement in modern organizations. This framework is based on theories that address the mutual influence of these factors and their impact on business performance. Job satisfaction is often defined as employees' emotional response to various aspects of their work environment, such as working conditions, interpersonal relationships, advancement opportunities, and recognition. Employee satisfaction largely depends on the alignment between human resources, business functions, and the external environment. Employees are a key resource of every organization, and their satisfaction directly affects the overall success of the organization (Aziri, 2011; Judge, Zhang, & Glerum, 2020; Amin, Mokhtar, Ibrahim, & Nordin, 2021).

According to research published in *BMC Psychology* (2024), an organization that creates a positive and supportive climate increases employee satisfaction and motivation. Organizational climate refers to the general atmosphere and cultural values within an organization. A positive and supportive organizational climate has a significant impact on employees, directly increasing their job satisfaction and engagement. In organizations with an open and participatory climate, employees feel valued, which motivates them to be more productive and dedicated (Yiming, Yan, & Jinsheng, 2024).

The study *The Relationship Between Employee Motivation, Creativity and Performance* (Nurhaeda, Z., Maryadi, M., Salim, M., & Kitta, S., 2024) shows that employee motivation plays a crucial role in increasing creativity and workplace performance. The authors emphasize that intrinsic motivation most strongly fosters creativity, while well-aligned external rewards provide additional support. Leadership that inspires employees and a good working atmosphere strengthen creativity, while available resources that facilitate collaboration improve work outcomes. Additionally, training programs that encourage a „growth mindset” also have a positive impact on innovation within organizations.

Numerous contemporary studies confirm that organizational and motivational climates significantly shape employees' creative and innovative behavior. A study published in *Frontiers in Psychology* (Zhao, Yu & Zhang, 2023) emphasizes that a team motivational climate focused on overcoming challenges has a positive impact on employee creativity. Employees who feel supported within their team demonstrate a greater inclination toward innovative behavior, thereby contributing to a more creative work environment and expression.

Research published in *Behavioral Sciences* (Papachristopoulos et al., 2023) shows that satisfying employees' basic psychological needs—autonomy, competence, and relatedness—plays a crucial role in fostering creative and innovative behavior. It concludes that organizations aiming to develop creativity among their employees should provide greater work autonomy, opportunities for professional development, and strengthen team collaboration and interpersonal relationships.

In addition, a study published in *SAGE Open* (2024) highlights that an innovative climate contributes to higher levels of job satisfaction and employee commitment, which positively affect the overall organizational atmosphere.

In the same context, research published in *Technological Forecasting and Social Change* (2023) emphasizes that an innovation-oriented climate is a key factor in encouraging creative behavior and innovation, directly contributing to an organization's competitiveness in the market.

Finally, a study by Uke and Prendi (2021), titled *Motivation as an Indicator of Performance and Productivity from the Perspective of Employees*, conducted during the COVID-19 pandemic in Albania, shows that employee motivation plays a decisive role in their efficiency and overall productivity. The authors point to the need for organizations to identify and address the factors influencing motivation in order to strengthen employee performance and improve organizational results.

The theoretical overview indicates a strong connection between job satisfaction, creativity, and organizational climate as key determinants of employee motivation and engagement. Job satisfaction reflects the emotional response to working conditions and largely depends on a supportive organizational climate and opportunities for professional development. Employee creativity, on the other hand, is fostered in environments dominated by participatory and innovative climates, with transformational leadership and well-aligned motivational mechanisms. A positive organizational climate therefore acts as a mediator linking individual motivation with collective performance. This theoretical framework highlights the need for an integrated approach to human resource management, in which employee satisfaction, motivation, and creativity are inseparable elements of organizational success.

2. RESEARCH METHODOLOGY

2.1. Sample

As the data collection method for this research, a semi-structured interview was applied, which enabled a deeper understanding of the experiences, attitudes, and perceptions of employees in the analyzed company. The sample consisted of randomly selected employees from various organizational units, ensuring proportional representation relative to the total number of 47 employees.

The interviews were conducted individually, outside the work environment, in order to create a relaxed atmosphere conducive to open communication. The participants were clearly informed in advance about the purpose of the research, the defined topic, and the research questions, with strict adherence to the principles of anonymity and voluntary participation. The conversations were guided by pre-prepared questions that served as a framework for discussion and a stimulus for expressing personal opinions, experiences, and suggestions.

Qualitative analysis of the responses was carried out through the process of coding and categorizing relevant statements, identifying key concepts related to job satisfaction and its relationship with work efficiency and employees' creative engagement. The analysis focused on elements indicating behavioral patterns, perceptions, and potential sources of motivation and demotivation. Based on the extracted categories, an interpretative framework was developed to enable an understanding of the impact of the organizational environment on the activation of employees' internal resources and their contribution to organizational goals.

2.2. Research Results

Based on the research conducted among 47 employees, the following findings were obtained:

Table 1. Employee Attitudes Toward Working Conditions, Motivation, and Satisfaction

Thematic Area	Description of Employee Attitudes	Share (%)
Working Conditions	Consider working conditions satisfactory or very good	85%
Use of Abilities	Believe their knowledge and abilities are fully utilized	50%
Professional Development	Satisfied with opportunities for professional growth	35%
Relationship with Supervisors	Evaluate relationship with immediate supervisor as positive	65%
Recognition of Contribution	Believe management recognizes and values their contribution	90%
Participation in Decision-Making	Have the opportunity to participate in decision-making (regularly or occasionally)	70%
Most Important Motivational Factor	Identify financial reward as the primary motivator	70%
Autonomy in Organizing Work	Have freedom to organize their own tasks	60%
Personal Contribution to Organization	Feel their work contributes to the overall organizational success	90%
General Job Satisfaction	Overall satisfied with their job	55%
Willingness to Contribute to Organizational Goals	Regularly give their full contribution to achieving company goals	60%
Emotional Connection with Organization	Feel pride and a sense of belonging to the company	55%

Source: The author's research

2.3. Discussion

The survey results indicate a relatively positive environment within the organization, but also highlight certain areas that require improvement. As many as 85% of respondents consider the working conditions to be satisfactory or very good, which suggests that the organization has successfully provided a physical and technical environment conducive to performing tasks. At the same time, only 50% of employees feel that their knowledge and skills are fully utilized, indicating a need for better task allocation, competency development, and opportunities for greater engagement. A particular challenge is the low level of satisfaction regarding career development opportunities, as only 35% of employees express satisfaction in this regard, which could lead to long-term demotivation and turnover, especially among more ambitious staff.

On the other hand, 65% of employees have a positive relationship with their supervisors, and as many as 90% of respondents believe that their contributions are recognized and valued, reflecting effective management communication and acknowledgment of employees' work. Additionally, 70% of employees have at least occasional opportunities to participate in decision-making, indicating a certain level of decentralization and positively affecting organizational climate and the sense of involvement.

Regarding motivation, financial rewards dominate as the primary incentive (70%), while non-financial forms of motivation, such as recognition, development, and flexibility, are insufficiently represented. Nevertheless, 60% of employees report having freedom in organizing their work, which contributes to a sense of autonomy.

It is important to note that 90% of employees view their work as a meaningful contribution to the organization, reflecting a developed sense of purpose. However, emotional attachment to the organization and overall job satisfaction are at a moderate level (55%), which may indicate the presence of routine, a lack of additional stimulation, or a feeling of limited influence on broader business processes.

3. PRACTICAL RECOMMENDATIONS FOR IMPROVING JOB SATISFACTION AND ACTIVATING CREATIVE POTENTIAL

The results show that employees value stable working conditions, recognition, and fair treatment by managers the most. However, there is a need for:

Creating a supportive work environment – To enhance creativity, it is necessary to provide a work environment where employees have the freedom to express their ideas, experiment, and embrace challenges. This also involves eliminating the fear of mistakes, which often inhibits creative thinking. Management should actively promote a culture of openness and feedback to motivate employees to share their innovative ideas and solutions.

Developing a system of non-financial incentives – In addition to financial rewards, the organization should develop a system of non-financial incentives, such as public recognition and praise, career development through training, seminars, and advancement opportunities, as well as work flexibility, including the freedom to choose tasks and teams.

Encouraging professional development – The organization should create a clear strategy for employee training and development by introducing mentorship programs, skill enhancement initiatives, and continuous professional learning. This will not only increase employee satisfaction but also contribute to their creative efficiency.

Greater employee involvement in decision-making – Survey results show that 70% of employees are involved in the decision-making process, which is a positive indicator.

However, this practice should be expanded across all levels of the organization and include employees in both strategic and operational decisions. Involvement in decision-making can lead to greater engagement and motivation, resulting in more creative solutions.

Promoting emotional connection with the organization – Emotional attachment to the organization is key to developing creative potential. To strengthen this connection, organizations should recognize and value each employee's contribution and create an environment in which employees feel respected and appreciated. This can be achieved through regular meetings, team activities, and clear communication of the organization's mission and vision.

CONCLUSION

The research results confirm that employee satisfaction depends on multiple interconnected factors, among which the quality of interpersonal relationships, recognition of individual contributions, and the opportunity for active participation in work and decision-making occupy a central role.

While financial rewards are recognized as the most important motivator, non-financial aspects such as autonomy in work, managerial support, and a sense of personal purpose play a significant role in fostering employee engagement and creativity.

Overall, the study suggests that organizations aiming for long-term competitive advantage should cultivate a stimulating work environment in which employees are motivated not only by rewards but also by opportunities for development, autonomy, and a sense of belonging. Effective human resource management that recognizes the importance of employee satisfaction can significantly contribute to overall organizational success.

Based on the above, it can be concluded that job satisfaction has the potential to serve as a strong driver for the development of employee creativity. However, for this potential to be fully realized, it is essential to strategically develop a work environment that promotes freedom of expression, the exchange of ideas, mutual trust, and continuous managerial support. Only under such conditions can employees act not merely as task executors but as authentic drivers of innovation and organizational change.

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UTICAJ ZADOVOLJSTVA POSLOM NA AKTIVIRANJE KREATIVNOG POTENCIJALA ČOVEKA

Gordana Nikčević

Đorđije Pavićević

Sažetak: *Zadovoljstvo zaposlenih na radnom mestu često se ističe kao ključni faktor uspešnog poslovanja, ali njegova povezanost sa oslobađanjem ljudskog kreativnog potencijala nije dovoljno istražena. Polazeći od ovog pitanja, sprovedeno je istraživanje u jednoj specifičnoj organizaciji sa ciljem da se ispita da li i na koji način zadovoljstvo zaposlenih utiče na njihovu kreativnost i efikasnost u radu. Korišćena je kvalitativna metoda, a podaci su prikupljeni kroz intervjuje sa zaposlenima. Rezultati su pokazali jasnu korelaciju između zadovoljstva poslom i motivacije, koja direktno utiče na ukupnu radnu efikasnost. Posebno je istaknuta važnost ličnog priznanja i pohvale od strane menadžera, koja zaposlenima pruža osećaj vrednosti i podstiče njihovu kreativnu energiju. U organizacionom kontekstu, zadovoljstvo zaposlenih*

oblikuju brojni međusobno povezani faktori koji kreiraju radnu atmosferu. Pojedinci koji svojim pristupom i ponašanjem doprinose pozitivnom okruženju igraju ključnu ulogu u inspirišući kolege na veću kreativnost. Na širem, društvenom nivou, evidentno je da zadovoljni zaposleni postižu bolje radne rezultate. Stoga je od velikog značaja graditi prijatno i podržavajuće radno okruženje, kao i negovati dobre međuljudske odnose unutar kolektiva.

Ključne reči: zadovoljstvo zaposlenih, motivacija, kreativnost, organizacioni ambijent, kreativni potencijal.