

UTICAJ LIDERSTVA NA ZADOVOLJSTVO I PERFORMANSE ZAPOSLENIH U MEDIJIMA

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Abstrakt: Upravljanje ljudskim resursima je ključan element svake moderne organizacije. Preduzeća iz oblasti medija koja su na vreme uočila važnost ulaganja u ljudske resurse sada koriste benefite takvih odluka u smislu visokog rejtinga i povećanog profita. U savremenim uslovima poslovanja medija, koje karakterišu brze promene i kontinuirano uvođenje novih tehnologija, neophodno je ljudske resurse prilagoditi izazovima sa kojima se suočavaju. Cilj ovog rada je istraživanje uticaja liderstva na zadovoljstvo i performanse zaposlenih u medijima u Srbiji. Uzorak obuhvata 122 ispitanika iz različitih vrsta medija sa teritorije Srbije, a podaci su dobijeni korišćenjem *online* upitnika koji je sadržao 20 pitanja podeljenih u 3 kategorije. Rezultati pokazuju da liderstvo ima pozitivan i značajan uticaj na zadovoljstvo zaposlenih, dok to nije slučaj sa performansama zaposlenih u medijima. Stav i ponašanje lidera u medijskim organizacijama direktno utiče na zadovoljstvo njegovih zaposlenih, što u krajnjoj istanci ima odraz na poslovnu izvrsnost medija i mogućnost poboljšanja pozicije na medijskom tržištu. Sa druge strane liderstvo nema pozitivan i značajan uticaj na performanse zaposlenih, ali dalja istraživanja mogu ići u pravcu analize medijatorske uloge zadovoljstva zaposlenih između liderstva i performansi zaposlenih u medijima.

Ključne reči: liderstvo, zadovoljstvo zaposlenih, performanse zaposlenih, mediji

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UVOD

U prethodnih desetak godina savremene tehnologije, digitalizacija i Internet izazvali su brojne promene u društvu kada je reč o komunikaciji u svim sferama društva. Jedan od faktora koji je uticao na brojne promene jesu mediji (Čerović & Knežević, 2019). Mediji predstavljaju način komunikacije sa širom javnošću. U savremenom društvu mediji su osnovni izvor komunikacije, pa je medijska pismenost neophodna. Mediji se razvijaju uporedo sa društvom, a na taj način i saradnja medija i društva. Temeljna uloga medija bazira se na prikupljanju, obradi i plasiranju informacija u javnost (Radović, 2019). Dok je princip rada ostao isti, vremenom su se promenile dodirne tačke sa publikom. Dostupnost i brzina širenja informacija se značajno promenila pojavom globalne raširenosti društvenih i novih medija. Masovni mediji imaju izuzetno veliki uticaj i bitnu ulogu u oblikovanju ličnih percepcija i uverenja gledalaca (Vitković, 2009). Bez obzira na to što krajnju odluku donosi najviši menadžment ili vlasnik medija, menadžment ima zadatak da kreira strategiju upravljanja programskim sadržajima, zasnovanu na kontinuitetu poslovanja medijske organizacije, ali i na nužnim inovacijama i stvaranju ubedljivih sadržaja, bez kojih ona ne može opstati na izuzetno konkurentnom medijskom tržištu (Šiđanan & Njegovan, 2021). Masovni mediji stvaraju medijski sadržaj, poseduju specifičnu tehnološku konfiguraciju, vezani su za određenu instituciju i rade prema specifičnim zakonima, pravilima i etičkim kodeksima (Alibašić, 2019). Mediji su proizvod osoba i njihovih interesa na tržištu i prenose informacije, audio-vizuelne sadržaje različite tematike do publike shodno njihovim preferencijama (Tomić, 2017).

Upravljanje ljudskim resursima je sastavni deo svake savremene medijske organizacije i obezbeđuje potrebna znanja, veštine za rad i sposobnost rada u većim organizacijama u timovima. Upravljanje ljudskim resursima u medijima je važno kako bi se stvorilo podsticajno okruženje za sticanje znanja i lični razvoj (Grmuša, 2021). U sklopu upravljanja ljudskim resursima liderstvo postaje značajna tema i neophodan faktor svakog poslovnog poduhvata (Dramićanin et al., 2020). U modernom poslovnom ambijentu medijskih organizacija liderstvo naglašava fleksibilnost i podstiče strategijske promene. Lideri u skladu sa svojom ličnošću, obrazovanjem, prirodnom i zadacima, misijom i vizijom medijske organizacije koju vode, primenjuju različite stilove vođstva (Stadnicka et al., 2019). S obzirom da je liderstvo u centru istraživanja poslednjih godina, ovaj rad se bavi uticajem liderstva na zadovoljstvo i performanse zaposlenih u medijskim organizacijama (medijima) u Srbiji.

Zadovoljstvo zaposlenih predstavlja stav koji zaposleni imaju prema svom poslu i on može biti pozitivan ili negativan (Robbins & Judge, 2009). Zadovoljstvo zaposlenih se javlja kao rezultat percepcije posla i stepena podudarnosti očekivanja pojedinca i organizacije za koju radi (Postrel, 1999). Zaposleni u medijima procenjuju svoj posao na osnovu faktora koje oni lično smatraju bitnim u odnosu na lične preferencije, pa tako zadovoljstvo ili nezadovoljstvo poslom utiču na ponašanje zaposlenih koje rezultuje odsustvom sa posla ili žalbe, pri čemu se donosi zaključak da zadovoljstvo poslom može da ukaže na percepciju zaposlenih i o organizacionoj kulturi preduzeća za koje rade (Sempane et al., 2002). Zadovoljstvo poslom je stav koji zaposleni oblikuju tako što uspoređuju svoje osećaje, verovanja i ponašanja (Perić et al., 2021). Zaposleni mogu biti zadovoljni jednim aspektom posla, kao npr. kolegama, a nezadovoljni drugim aspektom posla, npr. platom (Platsidou, 2010). Zaposleni provode dosta vremena na poslu i stoga je logično da većina faktora iz okruženja organizacije utiče na zadovoljstvo zaposlenih. Zadovoljstvo zaposlenih može se poboljšati kroz upravljanje organizacionim faktorima kao što su: organizacioni razvoj, sistem nagrađivanja, napredovanje i razvoj u karijeri, radno okruženje, odnosi sa menadžmentom, timski rad i drugo (Perić et al., 2019).

Ključno za pravilno upravljanje ljudskim resursima u medijskim organizacijama je da se odredi šta je zaposlenima bitno i šta ceni (materijalne stimulacije ili nematerijalne stimulacije). Ipak, neophodno je da postoji sklad između realnosti koju medijska organizacija može da pruži i očekivanja zaposlenih u vezi posla.

Performanse predstavljaju pokazatelj ispunjenosti ciljeva organizacije, odnosno kvalitet i kvantitet ostvarenja postavljenih planova za individue ili grupe zaposlenih (Schermerhorn et al., 2002). U savremenom poslovanju, koje karakteriše brze promene i velika konkurencija, medijske organizacije moraju da posvete vreme, ulože energiju i angažuju ljudske i finansijske resurse kako bise adekvatno merile performanse. Sposobnost medijske organizacije da dostigne planirane ciljeve, poveća svoj profit, bude konkurentna na tržištu uz maksimalan ideo, u velikoj meri zavisi od organizacione strukture i liderstva. Liderstvo ima glavnu ulogu u ostvarenju željenih performansi (Quinton & Wilson, 2016).

Pregled literature

Liderstvo je multidisciplinarnan i izuzetno složen fenomen. To je proces uticaja na ljude da se angažuju u postizanju određenog cilja. Suština liderstva je realizacija potencijala ličnosti lidera i zaposlenih koje oni vode (Menken, 2012). Lider

mora prvo biti menadžer, on mora poznavati sve funkcije menadžmenta, pa je zato nerealistično favorizovati bilo menadžera, bilo lidera. Iako su funkcije lidera i menadžera komplementarne, autorka Grubić-Nešić ukazuje i na stanovišta koja još uvek potenciraju različitosti u karakteristikama ovih uloga, bazirana na premisi o menadžeru kao umu i lideru kao duši organizacije. Tako, na primer, prema Benisovoj listi specifičnih odlika menadžera i lidera, menadžer je više okrenut administriranju i delovanju prema uputstvima i procedurama, dok je lider orijentisan na ljude i inovacije. Menadžer kopira, održava i računa na kontrolu, a lider razvija i podržava poverenje. Nadalje, menadžer je orijentisan na kontrolu i kratkoročne ciljeve, dok lider neguje kreativnost i orijentisan je na dugoročne staze. Prvi podržava postojeće, satus quo stanje, drugi je kreator očima uprt u horizont (Grubić-Nešić, 2008).

Teorije liderstva podrazumevaju određeni stil vođenja, koji obuhvata niz usklađenih aktivnosti i postupaka. Lideri u skladu sa svojom ličnošću, obrazovanjem, ali i prirodom i zadacima grupe koju vode, primenjuju različite stilove rukovođenja (Northouse, 2018). Oni preuzimaju na sebe odgovornost i moralnu obavezu da se brinu o potrebama zaposlenih i da zastupaju njihove interese (Dramićanin, 2019). Veliki lideri svojom kreativnošću, energijom i snagom duha podstiču svoje sledbenike. Međutim, sama suština nalazi se u nečemu drugom: veliki lideri pokreću emocije. Uspešan lider deluje kao emocionalni vođa grupe (Heifetz, 1994). Lider je dizajner poslovnih procesa, organizacione kulture i poslovne klime u organizaciji. On je i mentor, koji usmerava saradnike u željenom pravcu, ali je i zaštitnik svojih sledbenika od spoljašnjeg okruženja (Grubić-Nešić, 2008). Predstavljajući savremene teorije liderstva, profesorka Grubić-Nešić prethodno skreće pažnju na dve dominantne orijentacije, suprotstavljene u pristupu referentnim osobinama lidera. Prema prvoj, istraživanje karakteristika lidera treba fokusirati na osobine i karakteristike ličnosti kojima se lider razlikuje u odnosu na ostale, dok se drugi pristup bazira na opserviranju ponašanja lidera, koja ga i čine liderom. I pored ovih, konceptualnih razlika, većina autora deli mišljenje da je lidere moguće klasifikovati (idealno-tipski) u grupe autoritarnih, transformacionih i harizmatičkih.

Uticaj liderstva na zadovoljstvo zaposlenih

Zaposleni, odnosno ljudski resursi imaju centralnu ulogu u medijima. Kvalitet rada zaposlenih u medijima zavisi u prvom redu, od njihovog zadovoljstva poslom. Zadovoljstvo zaposlenih, shvata se kao kombinacija psiholoških faktora

ili faktora okruženja koji čine zaposlenog zadovoljnim svojim poslom (Pavlović & Marković, 2014). Glavne komponente koje doprinose zadovoljstvu zaposlenih u medijima su lojalnost organizaciji, uslovi rada, beneficije, lokacija, karijera i status. Pozitivne koristi i uključenost zaposlenih u donošenje odluka u organizaciji imaju najveći efekat kada je u pitanju posvećenost zaposlenih, čak i više od novčane naknade (Ineson et al., 2013). Posvećenost zaposlenih podrazumeva snažno verovanje u ciljeve organizacije, ulaganje napora za postizanje postavljenih ciljeva i želja za članstvom u organizaciji (Porter et al., 1974).

Zaposleni i njihove potrebe koje definišu stepen njihovog zadovoljstva, sve više postaju centar pažnje lidera koji znaju da su ljudski resursi glavni faktor konkurentske prednosti u sve dinamičnijem globalnom tržištu (Strukan et al., 2014). U kontekstu liderstva i njegovog uticaja na zadovoljstvo zaposlenih, najvažnije determinante zadovoljstva poslom su interesantan i kreativan posao, dobri odnosi sa rukovodiocima i kolegama, visoka autonomija u radu i mogućnost napredovanja, kao i sigurnost posla i sposobnost pravljenja balansa između privatnog i poslovnog života (Šušnjar i Zimanji, 2005). Zaposleni koji su zadovoljni svojim poslom imaju tendenciju da budu produktivniji, pozitivniji i kreativniji (Kong et al., 2018). Kvalitet odnosa lider-zaposleni ima veliki uticaj na i zadovoljstvo poslom (Long et al., 2014). Liderstvo je stoga vitalni faktor u orijentaciji pozitivnog stava i zadovoljstva zaposlenih u organizaciji (van Knippenberg, 2020). Nekoliko istraživača (Quin et al., 2020; Wang et al., 2020; Meng & Berger, 2019) navodi da postoji jaka korelacija između uloga liderstva na zadovoljstvo poslom. Iako literatura o upravljanju ljudskim resursima postavlja pozitivne efekte ponašanja lidera na zadovoljstvo poslom zaposlenih, uzročna staza između liderstva i zadovoljstva zaposlenih nije uvek jasna (An et al., 2020).

Bazirano na predhodnim istraživanjima, može se definisati sledeća hipoteza:
H₁: Liderstvo ima pozitivan i značajan uticaj na zadovoljstvo zaposlenih.

Uticaj liderstva na performanse zaposlenih

Performanse zaposlenih se obično definišu kao ponašanje koje pokazuje zaposleni, dok obavlja određeni zadatak koji mu je dodelio poslodavac (Ouekouak et al., 2013). Takođe se odnosi na ishod koji je proizveo određeni poslodavac u organizaciji (Kalogiannidis, 2020). Performanse zaposlenih su povezane sa dostignućima svakog zaposlenog u skladu sa različitim pravilima, propisima ili očekivanjima organizacije ili lidera (Fuertes et al., 2020). Performanse zaposlenih odražavaju sposobnosti svakog pojedinačnog zaposlenog u organizaciji (Kovačević,

2021). Većina kompetentnih i iskusnih zaposlenih ima tendenciju da pokaže visok nivo stručnosti i posvećenosti na poslu što dovodi do većeg učinka zaposlenih u poređenju sa onima sa manje stručnosti i veština (Jiang et al., 2020).

Sposobnost organizacije da dostigne planirane ciljeve, poveća profit, bude konkurentna i poveća svoj udeo na tržištu zavisi od organizacione strategije. A uspešne organizacije procenjuju svoje i performanse svojih zaposlenih i mere njihovo napredovanje pod različitim vrstama uticaja (liderstvo, motivacija, zadovoljstvo zaposlenih...)(Parveen et al., 2015). Merenje napredovanja organizacije i njenih zaposlenih može biti finansijske i nefinansijske prirode. Cilj medijskih organizacija nije samo povećanje profita, već i unapređenje poslovanja kroz poboljšanje drugih performansi (na primer kod zaposlenih) (Terek, 2016).

Liderstvo ima glavnu ulogu u ostvarenju željenih performansi kako organizacije, tako i zaposlenih (Iskamto, 2021). Ipak, pojedina istraživanja pokazuju da ne postoji uticaj liderstva na performanse zaposlenih (Meslec et al., 2020; Paais & Pattiruhu, 2020; Braun et al., 2013). Dok kod drugih postoji pozitivna veza između liderstva i performansi (Torlak et al., 2021; Lee, 2020).

Ono što većina istraživača navodi je da između liderstva i performansi zaposlenih treba da postoji medijatorska varijabla i u najvećem broju istraživanja, to je zadovoljstvo zaposlenih (Paais & Pattiruhu, 2020; Zaim et al., 2020; Eliyana et al., 2019; Chiniara & Bentein, 2016).

Bazirano na predhodnim istraživanjima, može se definisati sledeća hipoteza:
H₂: Liderstvo ima pozitivan i značajan uticaj na performanse zaposlenih.

METOD ISTRAŽIVANJA

Uzorak

Uzorak istraživanja predstavljaju 122 ispitanika iz različitih vrsta medija (televizija, radio, novine, časopisi, online mediji) sa teritorije Republike Srbije, od toga je 80 zaposlenih na neodređeno vreme, a 42 zaposlenih na određeno vreme. Istraživanje je izvršeno u periodu od jula do novembra 2021. godine.

Materijal

Za ovo istraživanje korišćena je anketa konstruisana od strane autora Paais & Pattiruhu (2020), koja je sadržala 20 pitanja u 3 kategorije: liderstvo (6), zadovolj-

stvo zaposlenih (7) i performanse zaposlenih (7). Pored toga ispitanici su odgovorali na opšta demografska pitanja (pol, godine starosti, godine radnog staža u medijima, vrsta ugovora (određeno ili neodređeno), vrsta medija u kojima rade). Za dobijanje rezultata korišćen je SPSS 20, Pirsonov koeficijent korelacije i Faktorska analiza. Nakon transformacije odgovora u numeričke vrednosti, hipoteze su testirane korelacionim metodom sa sa značajnošću ($p < 0,05$) i Faktorskom analizom.

REZULTATI I DISKUSIJA

Rezultati

Demografske karakteristike ispitanika nalaze se u Tabeli 1.

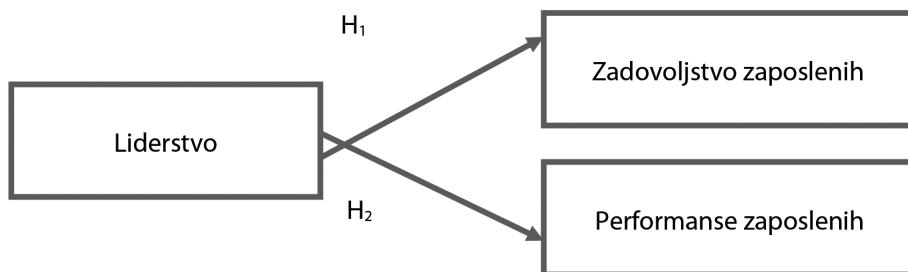
Tabela 1. Demografske karakteristike ispitanika

Demografske karakteristike	Odgovor	Broj	Procenat
Pol	Muški	76	62%
	Ženski	46	38%
Godine starosti	18-25	24	20%
	26-35	36	30%
	36-45	28	23%
	46-55	23	19%
	Više od 55	11	9%
Godine radnog staža u medijima	0-5	35	29%
	6-10	41	34%
	11-20	26	21%
	Preko 20	20	16%
Vrsta ugovora	Nedređeno	80	66%
	Određeno	42	34%
Vrsta medija	Televizija	27	22%
	Radio	28	23%
	Novine	15	12%
	Časopisi	10	8%
	Online mediji	42	34%

Prema demografskim karakteristikama većina ispitanika je muškog pola, ima između 26-35 godina, radni staž u medijima je između 6 i 10 godina, zaposleni su na neodređeno i rade u online medijima.

Konceptualni okvir predstavljen je na Slici 1. shodno postavljenim hipotezama.

Slika 1. Konceptualni okvir istraživanja



Prvenstveno je ispitivana validnost istraživačkih varijabli, koje su objašnjene vrednostima kritičnog odnosa (C.R- Critical ratio) i procenjene vrednosti (Procena), a potom se vrši upoređivanje se standardnom vrednošću greške (S.E.- Standard Error Value).

Najdominantnija stavka za Liderstvo je **L6** (procena = 1.206, S.E.=0.174 i C.R. = 8.880), za Zadovoljstvo zaposlenih stavka **Z2** (procena = 1.260, S.E.=0.184 i C.R. = 10.160) i za Performanse zaposlenih **P6** (procena = 1.220, S.E.=0.110 i C.R. = 10.452).

Tabela 2. Faktorska analiza

	Varijabla	Relativ.	Procena	S.E.	C.R.	Rezultat
L1	Liderstvo	0.624	1.060	0.182	8.206	Validan
L2	Liderstvo	0.704	1.210	0.166	8.138	Validan
L3	Liderstvo	0.604	1.080	0.178	7.640	Validan
L4	Liderstvo	0.722	1.110	0.172	8.136	Validan
L5	Liderstvo	0.694	0.990	0.166	7.890	Validan
L6	Liderstvo	0.766	1.206	0.174	8.880	Validan
Z1	Zadovoljstvo zaposlenih	0.806	1.140	0.126	9.980	Validan

Z2	Zadovoljstvo zaposlenih	0.812	1.260	0.184	10.160	Validan
Z3	Zadovoljstvo zaposlenih	0.798	1.262	0.176	10.980	Validan
Z4	Zadovoljstvo zaposlenih	0.718	1.164	0.120	10.860	Validan
Z5	Zadovoljstvo zaposlenih	0.745	0.960	0.138	11.010	Validan
Z6	Zadovoljstvo zaposlenih	0.808	0.890	0.120	11.250	Validan
Z7	Zadovoljstvo zaposlenih	0.796	1.038	0.090	11.358	Validan
P1	Performanse zaposlenih	0.742	1.030	0.176	9.560	Validan
P2	Performanse zaposlenih	0.718	1.075	0.088	10.680	Validan
P3	Performanse zaposlenih	0.792	1.120	0.106	9.486	Validan
P4	Performanse zaposlenih	0.748	0.998	0.108	9.872	Validan
P5	Performanse zaposlenih	0.726	0.930	0.100	9.868	Validan
P6	Performanse zaposlenih	0.830	1.220	0.110	10.452	Validan
P7	Performanse zaposlenih	0.812	1.202	0.980	10.210	Validan

Sveukupno merene vrednosti se deklariraju kao validne i pouzdane.

Testiranje hipoteza iz Tabele 3 pokazuje da su od dve hipoteze jedna potvrđena (H_1), a druga nije (H_2).

Tabela 3. Testiranje hipoteza

	Hipoteza	p- vrednost	Informacija	Rezultat
H_1	Liderstvo Zadovoljstvo	0.005	Pozitivna i značajna	Potvrđena
H_2	Liderstvo Performanse	0.000	Negativna i nije značajna	Opovrgnuta

DISKUSIJA

Liderstvo predstavlja sposobnost usmeravanja i mobilisanja ljudskih resursa, kao i uticaj na zaposlene da obavljaju zadatke u sklopu radnih procesa (Nguyen et al., 2019). Za lidere je neophodno da poznaju način na koji funkcionišu njihovi zaposleni, kako bi u rukovidenju mogli da primene određene obrasce i usmere zaposlene na aktivnosti na takav način da to podstiče njihovo zadovoljstvo (Meng & Berger, 2019). Rezultati ovog istraživanja su pokazali da liderstvo ima pozitivan i značajan uticaj na zadovoljstvo zaposlenih u medijskim organizacijama. Do istih rezultata kada se govori o uticaju liderstva na zadovoljstvo zaposlenih došli su i

drugi istraživači (An et al., 2020; van Knippenberg, 2020; Quin et al., 2020; Wang et al., 2020; Eliyana et al., 2019; Kammerhoff et al., 2019; Meng & Berger, 2019; Long et al., 2014; Mujkić et al., 2014; Madlock, 2008; Berson & Linton, 2005).

Liderstvo se definiše i kao sposobnost korišćenja menadžerskih kompetencija kako bi se organizovali procesi na taj način što se zaposleni inspirišu i motivišu da ispune postavljene ciljeve, a na taj način se utiče na njihove performanse (Buil, 2019). Rezultati ovog istraživanja su pokazali da ne postoji pozitivna i značajna veza između liderstva i performansi zaposlenih. Do istih rezultata su došli i drugi istraživači (Meslec et al., 2020; Paais & Pattiruhu, 2020; Chen et al., 2014; Braun et al., 2013). Ipak, postoje istraživanja kod kojih postoji pozitivna veza koja je značajna između liderstva i performansi zaposlenih. Autori navode da je radi o određenim stilovima liderstva i da nije primenljivo kod svih stilova (Torlak et al., 2021; Lee, 2020; Walumbwa et al., 2011).

Odgovarajući stilovi rukovođenja i zadovoljstvo poslom su faktori koji doprinose tome utvrđeno je da je od suštinskog značaja za organizacione performanse (Herold, 2007). Ono što većina istraživača navodi je da između liderstva i performansi zaposlenih treba da postoji medijatorska varijabla i u najvećem broju istraživanja, to je zadovoljstvo zaposlenih (Paais & Pattiruhu, 2020; Thanh et al., 2020; Zaim et al., 2020; Eliyana et al., 2019; Chiniara & Bentein, 2016; Iqbal et al., 2015; Paracha et al., 2012).

ZAKLJUČAK

Ovo istraživanje se bavilo analizom uticaja liderstva na zadovoljstvo zaposlenih i performanse zaposlenih u medijskim organizacijama u Srbiji. Rezultati istraživanja su pokazali da liderstvo ima pozitivan i značajan uticaj na zadovoljstvo zaposlenih koji rade u medijima, dok liderstvo nema pozitivan ni značajan uticaj na performanse zaposlenih u medijima. Istraživanje ostavlja mogućnosti za dalju analizu, konkretno u smeru medijatorske uloge zadovoljstva zaposlenih između liderstva i performansi, kao i analizu uticaja različitih stilova liderstva na zadovoljstvo i performanse. Buduća istraživanja mogu da uvedu i motivaciju kao medijatorsku varijablu na relaciji liderstvo-zadovoljstvo i liderstvo-performanse zaposlenih.

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Tabela 4. Merenje varijabli

Varijabla	Pitanje
Liderstvo	L1: Pravec u kojem se moja organizacija kreće je pouzdan L2: Lider uvek poziva zaposlene na razgovor, posebno ako se pitanja odnose na njih direktno L3: Lider je poštena osoba L4: Lider se odnosi profesionalno prema zaposlenima i razlikuje lična i profesionalna pitanja L5: Lider dozvoljava da se posao obavi na kreativan način, sve dok ne narušava pravila organizacije L6: Lider uvek razmišlja o interesima zaposlenih
Zadovoljstvo zaposlenih	Z1: Postoji balans između društvenog života i posla Z2: Osećam ponos zato što radim u ovoj organizaciji Z3: Osećam se motivisano da nastavim da radim aktivno Z4: Organizacija inspiriše mene i tim Z5: Osećam zadovoljstvo kada radim sa kolegama u ovoj organizaciji Z6: Organizacija razmatra sve sugestije i žalbe zaposlenih Z7: Menadžment podržava razvoj karijere zaposlenih
Performanse zaposlenih	P1: Postoje stroga pravila i propisi kojih zaposleni moraju da se pridržavaju P2: Sistem nagrađivanja je profesionalan i transparentan P3: Organizacija nagrađuje zaposlene koji su ostvarili zadate ciljeve P4: Obuka i razvoj motivišu zaposlene da rade optimalno P5: Zaposleni redovno dolaze na posao (nema izostanaka) P6: Postavljeni ciljevi organizacije su uvek dostignuti ili čak premašeni P7: Povećanje vrednosti imovine i dobre korporativne investicije se vide kroz finansijske izveštaje i organizacija profitira

THE IMPACT OF LEADERSHIP ON MEDIA EMPLOYEES' SATISFACTION AND PERFORMANCE

Sandra Dramićanin¹

Abstract: Human resources management is a key element of any modern organization. Media companies that recognized the significance of investing in human resources on time are now reaping the benefits of such decisions in terms of high ratings and increased profits. Under contemporary working conditions for media operations, characterized by rapid changes and continuous introduction of new technologies, it is necessary to adapt human resources to the challenges they face. The aim of this paper is to investigate the impact of leadership on the satisfaction and performance of media employees in Serbia. The sample includes 122 respondents from different types of media from within Serbia, and the data was obtained using an online questionnaire containing 20 questions divided into 3 categories. The results show that leadership has a positive and significant impact on employee satisfaction, while this is not the case with employee performance. The attitude and behavior of leaders in media organizations directly affects the satisfaction of its employees, which ultimately reflects on the business excellence of media and the ability to improve its position on the market. On the other hand, leadership does not have a positive and significant impact on employee performance, but further research may go in the direction of analyzing the mediator role of employee satisfaction between leadership and employee performance.

Key words: leadership, employee satisfaction, employee performance, media

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INTRODUCTION

Over the past ten years, modern technologies, digitalization and the Internet have caused numerous changes in society when it comes to communication across all its spheres. One of the factors that influenced many changes is media (Čerović & Knežević, 2019). Media is a way of communicating with the general public. In contemporary society, media is the basic source of communication making media literacy anecessity. Media develops in parallel with society, and in those terms so does its cooperation with society. The basic role of media is based on the collection, processing and placement of information to the public (Radović, 2019). While the principle of work has remained the same, the points of contact with the audience have changed over time. The availability and speed with which information is disseminated has changed significantly with the emergence and spread of social and new media. Mass media has an extremely large influence and an important role in shaping the personal perceptions and beliefs of viewers (Vitković, 2009). Regardless of the fact that the final decision rests with top management or the owner of media, management has the task of creating a strategy for managing program content based on business continuity, but also on necessary innovations and creating convincing content, without which it cannot survive on an extremely competitive media market (Šiđanin & Njegovan, 2021). Mass media creates media content, it has a specific technological configuration, and is tied to a specific institution and functions according to specific laws, rules and codes of ethics (Alibašić, 2019). Media is the product of people and its interests in the market, and transmits information, audio-visual content to the audience on various topics according, to its preferences (Tomić, 2017).

Human resource management is an integral part of every modern media organization and provides the necessary knowledge, skills and ability to work, in teams, within larger organizations. Human resource management in media is important in order to create a stimulating environment for the acquisition of knowledge and personal development (Grmuša, 2021). As part of human resource management, leadership becomes an important topic and a necessary factor for any business venture (Dramićanin et al., 2020). In the modern business environment of media organizations, leadership emphasizes flexibility and encourages strategic changes. Leaders apply different leadership styles, in accordance with their personality, education, nature, tasks, and the mission and vision of the media organization which employs them (Stadnicka et al., 2019). Given that leadership has been at the center of research over the past few years, this paper deals with the impact of leadership on employee satisfaction and performance in media organizations (media) in Serbia.

Employee satisfaction is the attitude that employees have towards their work and as such can be positive or negative (Robbins & Judge, 2009). Employee satisfaction occurs as a result of the perception of work and the degree of overlapping between the expectations of employees and the organization for which they work (Postrel, 1999). Media employees evaluate their work based on factors that they personally consider important in relation to personal preferences, so job satisfaction or dissatisfaction affects employee behavior reflected in absences or complaints, where one can conclude that job satisfaction may also indicate the employee's perception of the organizational culture of their company (Sempene et al., 2002). Job satisfaction is an attitude that employees shape by comparing their feelings, beliefs and behaviors (Perić et al., 2021). Employees may be satisfied with one aspect of the job such as colleagues, and dissatisfied with other aspects of the job, *e.g.*, salary (Platsidou, 2010). Employees spend a lot of time at work and it is therefore logical that most factors from the organization's environment affect employee satisfaction. Employee satisfaction can be improved through the management of organizational factors such as: organizational development, a reward system, career advancement and development, the work environment, relationships with management, teamwork and more (Perić et al., 2019).

The key to the proper management of human resources in media organizations is to determine what is important to employees and what they value (material incentives or non-material incentives). However, it is necessary for there to be harmony between what the media organization can realistically provide and the expectation of its employees.

Performance is an indicator of the fulfillment of an organization's goals, *i.e.*, the quality and quantity of realized set plans for individuals or groups of employees (Schermerhorn et al., 2002). In modern business, characterized by rapid change and high competition, media organizations must dedicate time, invest energy and engage human and financial resources in order to adequately measure performance. The ability of a media organization to achieve planned goals, increase its profits, be competitive on the market with a maximum share, largely depends on its organizational structure and leadership. Leadership plays a major role in achieving the desired performance (Quinton & Wilson, 2016).

Literature review

Leadership is a multidisciplinary and extremely complex phenomenon. It is a process of influencing people to engage in achieving a specific goal. The essence of leadership is the realization of the potential of the personality of the leader and the employees he leads (Menken, 2012). A leader must first be a manager, he must

know all the functions of management, so it is unrealistic to favor either managers or leaders. Although the functions of leaders and managers are complementary, author Grubić-Nešić points out the views that still emphasize the differences in the characteristics of these roles, based on the premise of the manager as the mind and the leader as the soul of an organization. Thus, for example, according to Benis's list of specific qualities of managers and leaders, the manager is more focused on administration and acting according to instructions and procedures, while the leader is oriented on people and innovation. The manager copies, maintains and accounts for control, and the leader develops and maintains trust. Furthermore, the manager is oriented towards control and short-term goals, while the leader nurtures creativity and is oriented towards long-term paths. The first supports the existing status quo, the second the creator with his eyes fixed on the horizon (Grubić-Nešić, 2008).

Leadership theories imply a specific leadership style, which includes a series of harmonized activities and procedures. Leaders, in accordance with their personality, education, but also the nature and tasks of the group they lead, apply different leadership styles (Northouse, 2018). They take on the responsibility and moral obligation to take care of the needs of employees and to represent their interests (Dramićanin, 2019). Great leaders encourage their followers with their creativity, energy and strength of spirit. However, the essence itself lies in something else: great leaders trigger emotions. A successful leader acts as the emotional leader of a group (Heifetz, 1994). A leader is a designer of business processes, organizational culture and business climate in an organization. He is a mentor, who directs his associates in a desired direction, but he is also a protector of his followers from the external environment (Grubić-Nešić, 2008). Presenting modern theories of leadership, professor Grubić-Nešić previously draws attention to two dominant orientations, opposed in approaching the reference qualities of leaders. According to the first, research on leadership characteristics should focus on personality traits that distinguish a leader from others, while the second approach is based on observing the behavior of the leader, which behavior makes him a leader. Despite these conceptual differences, most authors share the opinion that leaders can be classified (ideally-typically) into groups of authoritarian, transformational and charismatic.

The impact of leadership on employee satisfaction

Employees and human resources have a central role in media. The quality of work of media employees depends primarily on their job satisfaction. Employee satisfaction is understood as a combination of psychological or environmental factors that make an employee satisfied with his job (Pavlović & Marković, 2014). The main components that contribute to the satisfaction of media employees are loyalty to the organization, working conditions, benefits, location, career and status. The positive benefits and involvement of employees in organizational decision-making have the greatest effect when it comes to employee commitment, surpassing even monetary compensation (Ineson et al., 2013). Employee commitment implies a strong belief in the goals of an organization, making efforts to achieve the set goals and a desire for membership in that organization (Porter et al., 1974).

Employees and their needs, which define the degree of their satisfaction, are increasingly becoming the center of attention for leaders who know that human resources is a major factor to competitive advantage in an increasingly dynamic global market (Strukan et al., 2014). Within the context of leadership and its impact on employee satisfaction, the most important determinants for job satisfaction are interesting and creative work, good relationships with managers and colleagues, high autonomy and opportunity for advancement, as well as job security and ability to balance private and business life (Šušnjar and Zimanji, 2005). Employees who are satisfied with their job tend to be more productive, positive and creative (Kong et al., 2018). The quality of the leader-employee relationship has a great impact on job satisfaction (Long et al., 2014). Leadership is therefore a vital factor in orienting a positive attitude and the satisfaction of employees in an organization (van Knippenberg, 2020). Several researchers (Quin et al., 2020; Wang et al., 2020; Meng & Berger, 2019) state that there is a strong correlation between leadership roles and job satisfaction. Although literature on human resource management sets positive effects of a leader's behavior on employee job satisfaction, the causal path between leadership and employee satisfaction is not always clear (An et al., 2020).

Based on previous research, the following hypothesis may be defined:

H₁: Leadership has a positive and significant impact on employee satisfaction.

The impact of leadership on employee performance

Employee performance is usually defined as behavior exhibited by an employee while performing a specific task assigned to him by an employer (Oueko-uak et al., 2013). It also refers to the outcome produced by a particular employer within an organization (Kalogiannidis, 2020). Employee performance is related to the achievements of each employee in accordance with different rules, regulations or expectations of the organization or leader (Fuertes et al., 2020). Employee performance reflects the abilities of each individual employee in an organization (Kovačević, 2021). Most competent and experienced employees tend to show a high level of expertise and work commitment, which leads to higher employee performance compared to those with less expertise and skills (Jiang et al., 2020).

The ability of an organization to achieve planned goals, increase profits, be competitive and increase its market share depends on the organizational strategy. While successful organizations evaluate their own and their employees' performance and measure their progress under different types of influence (leadership, motivation, employee satisfaction, etc.) (Parveen et al., 2015). Measuring the progress of an organization and its employees can be of a financial or non-financial nature. The goal of media organizations is not only to increase profits, but also to improve business through the improvement of other performances (for example, among employees) (Terek, 2016).

Leadership has a major role to play in achieving the desired performance of both the organization and its employees (Iskamto, 2021). However, some research shows that there is no impact of leadership on employee performance (Meslec et al., 2020; Paais & Pattiruhu, 2020; Braun et al., 2013). While in others, there is a positive relationship between leadership and performance (Torlak et al., 2021; Lee, 2020).

What most researchers note is that there should be a mediator variable between employee leadership and performance and, in most research, this is employee satisfaction (Paais & Pattiruhu, 2020; Zaim et al., 2020; Eliyana et al., 2019; Chiniara & Bentein, 2016).

Based on previous research, the following hypothesis may be defined:

H₂: Leadership has a positive and significant impact on employee performance.

RESEARCH METHOD

Sample

The research sample is represented by 122 respondents from different types of media (television, radio, newspapers, magazines, online media) from within the Republic of Serbia, of which 80 are permanent employees and 42 are temporary employees. The research was conducted during the period July to November 2021.

Material

For this research, a survey constructed by authors Paais & Pattiruhu (2020) was used, which contained 20 questions from 3 categories: leadership (6), employee satisfaction (7) and employee performance (7). In addition, respondents answered general demographic questions (gender, age, years of service in the media, type of contract (fixed or indefinite), type of media in which they work). SPSS 20, Pearson's correlation coefficient and factor analysis was used to obtain the results. After the transformation of answers into numerical values, the hypotheses were tested by a correlation method with significance ($p < 0.05$) and factor analysis.

RESULTS AND DISCUSSION

Results

Demographic characteristics of respondents can be found in Table 1.

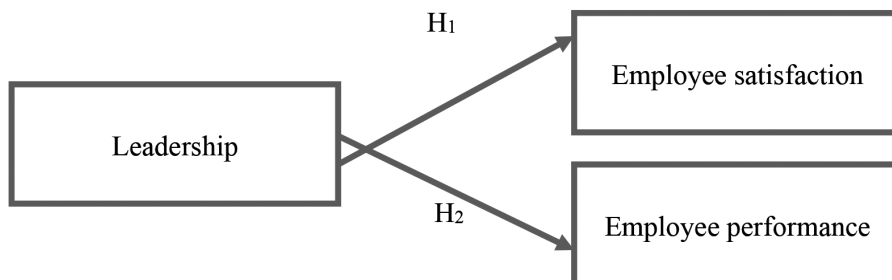
Table 1. Demographic characteristics of respondents

Demographic characteristics	Answer	Number	Percentage
Gender	Male	76	62%
	Female	46	38%
Age	18-25	24	20%
	26-35	36	30%
	36-45	28	23%
	46-55	23	19%
	Over 55	11	9%
	Years of work experience in the media	0-5	35
6-10		41	34%
11-20		26	21%
Over 20		20	16%
Type of contract	Indefinite	80	66%
	Fixed-term	42	34%
Type of media	Television	27	22%
	Radio	28	23%
	Press	15	12%
	Magazines	10	8%
	Online media	42	34%

According to the demographic characteristics, the majority of respondents were male, between 26-35 years of age, with 6 to 10 years of work experience in media, employed indefinitely in online media.

The conceptual framework has been presented in Image 1 according to the hypotheses.

Image 1. Conceptual framework for research



First and foremost, the validity of research variables was examined, which was explained by the values of the critical ratio (CR - Critical ratio) and the estimated value (Assessment), and then a comparison with the standard error value (S.E. - Standard Error Value) was carried out.

The most dominant item for Leadership is **L6** (score = 1,206, S.E. = 0.174 and C.R. = 8,880), for Employee Satisfaction Item **Z2** (estimate = 1,260, S.E. = 0.184 and C.R. = 10,160) and for Employee Performance **P6** (estimate = 1,220, S.E. = 0.110 and C.R. = 10.452).

Table 2. Factor analysis

	Variable	Relative	Estimate	S.E.	C.R.	Result
L1	Leadership	0,624	1,060	0,182	8,206	Valid
L2	Leadership	0,704	1,210	0,166	8,138	Valid
L3	Leadership	0,604	1,080	0,178	7,640	Valid
L4	Leadership	0,722	1,110	0,172	8,136	Valid
L5	Leadership	0,694	0,990	0,166	7,890	Valid
L6	Leadership	0,766	1,206	0,174	8,880	Valid
Z1	Employee satisfaction	0,806	1,140	0,126	9,980	Valid
Z2	Employee satisfaction	0,812	1,260	0,184	10,160	Valid

Z3	Employee satisfaction	0,798	1,262	0,176	10,980	Valid
Z4	Employee satisfaction	0,718	1,164	0,120	10,860	Valid
Z5	Employee satisfaction	0,745	0,960	0,138	11,010	Valid
Z6	Employee satisfaction	0,808	0,890	0,120	11,250	Valid
Z7	Employee satisfaction	0,796	1,038	0,090	11,358	Valid
P1	Employee performance	0,742	1,030	0,176	9,560	Valid
P2	Employee performance	0,718	1,075	0,088	10,680	Valid
P3	Employee performance	0,792	1,120	0,106	9,486	Valid
P4	Employee performance	0,748	0,998	0,108	9,872	Valid
P5	Employee performance	0,726	0,930	0,100	9,868	Valid
P6	Employee performance	0,830	1,220	0,110	10,452	Valid
P7	Employee performance	0,812	1,202	0,980	10,210	Valid

Overall measured values have been declared as valid and reliable.

Testing the hypotheses in Table 3 shows that one of the two hypotheses was confirmed (H_1), while the other was not (H_2).

Table 3. Hypothesis testing

	Hypothesis	p-value	Information	Result
H_1	Leadership Satisfaction	0,005	Positive and significant	Confirmed
H_2	Leadership Performance	0,000	Negative and not significant	Rebutted

DISCUSSION

Leadership represents the ability to direct and mobilize human resources, as well as the impact on employees to perform tasks within work processes (Nguyen et al., 2019). It is necessary for leaders to know the way their employees function,

so that they can apply certain patterns in management and direct employees to activities in such a way that it encourages their satisfaction (Meng & Berger, 2019). The results of this research showed that leadership has a positive and significant impact on employee satisfaction in media organizations. Other researchers have come to the same results when it comes to the impact of leadership on employee satisfaction. (An et al., 2020; van Knippenberg, 2020; Quin et al., 2020; Wang et al., 2020; Eliyana et al., 2019; Kammerhoff et al., 2019; Meng & Berger, 2019; Long et al., 2014; Mujkić et al., 2014; Madlock, 2008; Berson & Linton, 2005).

Leadership is also defined as the ability to use managerial competencies to organize processes in such a way that employees are inspired and motivated to meet set goals, as such it affects their performance (Buil, 2019). The results of this research showed that there is no positive and significant relationship between leadership and employee performance. The same results were obtained by other researchers (Meslec et al., 2020; Paais & Pattiruhu, 2020; Chen et al., 2014; Braun et al., 2013). However, there are studies with a positive, significant, relationship between leadership and employee performance. The authors state that these are specific leadership styles and are not applicable to all styles (Torlak et al., 2021; Lee, 2020; Walumbwa et al., 2011).

Appropriate leadership styles and job satisfaction are contributing factors that have been found to be essential for organizational performance (Herold, 2007). What most researchers note is that there should be a mediator variable between employee leadership and performance and in most research this variable is employee satisfaction (Paais & Pattiruhu, 2020; Thanh et al., 2020; Zaim et al., 2020; Eliyana et al., 2019; Chiniara & Bentein, 2016; Iqbal et al., 2015; Paracha et al., 2012).

CONCLUSION

This research analyzed the impact of leadership on employee satisfaction and employee performance in media organizations in Serbia. Research results have shown that leadership has a positive and significant impact on the satisfaction of employees working in media, while leadership has no positive or significant impact on the performance of employees in media. This research leaves room for further analysis, specifically in the direction of a mediating role of employee satisfaction between leadership and performance, as well as an analysis of the impact of different leadership styles on satisfaction and performance. Future research may also introduce motivation as a mediator variable in the relationship between leadership-satisfaction and leadership-performance of employees.

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Table 4. Measurement of variables

Variable	Question
Leadership	<p>L1: The direction in which my organization is moving is reliable</p> <p>L2: A leader always invites employees to talk to him, especially if the questions concern them directly</p> <p>L3: A leader is an honest person</p> <p>L4: A leader treats employees professionally and distinguishes between personal and professional issues</p> <p>L5: A leader allows work to be done in a creative way, as long as it does not violate the rules of the organization</p> <p>L6: A leader always thinks about the interests of employees</p>
Employee satisfaction	<p>Z1: There is a balance between social life and work</p> <p>Z2: I feel proud to work for this organization</p> <p>Z3: I feel motivated to actively continue working</p> <p>Z4: The organization inspires me and the team</p> <p>Z5: I feel pleasure when I work with colleagues from the organization</p> <p>Z6: The organization considers all suggestions and complaints received from its employees</p> <p>Z7: Management supports employee career development</p>
Employee performance	<p>P1: There are strict rules and regulations that employees must abide by</p> <p>P2: The reward system is professional and transparent</p> <p>P3: The organization rewards employees who have achieved their goals</p> <p>P4: Training and development motivate employees to work optimally</p> <p>P5: Employees come to work regularly (no absences)</p> <p>P6: The set goals of the organization are always achieved or even exceeded</p> <p>P7: The increase in the value of assets and good corporate investments can be seen in the financial statements and the organization makes a profit</p>