

JOB SATISFACTION AND EMPLOYEE PERFORMANCE AN ELEMENT OF INNOVATIVE MANAGEMENT

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Purpose: This article aims to explore the relationship between job satisfaction, employee motivation, and work performance, as perceived by employees. The study seeks to identify key factors that enhance workplace efficiency and provide actionable insights for organisational improvement.

Design/methodology/approach: The research employs a mixed-methods approach, combining quantitative surveys and qualitative interviews. Data were collected from a diverse group of employees across various industries to ensure a comprehensive understanding of the factors influencing work performance.

Findings: The study reveals a strong correlation between job satisfaction and employee performance, highlighting the critical role of effective motivational systems within organisations. It was found that employees with higher job satisfaction levels are more engaged and productive. Key factors contributing to these outcomes include supportive management practices, opportunities for professional growth, and a positive work environment.

Practical implications: The findings offer valuable insights for HR professionals, managers, and business leaders seeking to enhance employee performance. Implementing effective motivational strategies and creating a supportive workplace culture can lead to improved productivity and employee satisfaction.

Social implications: This research underscores the importance of addressing job satisfaction and motivation as integral components of employee well-being. By fostering a positive work environment, organisations can contribute to the overall well-being of their workforce, which in turn can have positive ripple effects on their families and communities.

Originality/value: This study provides a unique contribution by integrating employee perspectives from various sectors, offering a holistic view of the factors influencing job performance. The findings emphasize the need for tailored motivational strategies that align with employee expectations and organisational goals, presenting a framework for future research and practical application in diverse workplace settings.

Keywords: job satisfaction, employee motivation, work performance, organizational efficiency, human resources management.

Category of the paper: Research paper.

1. Introduction

Motivation in the process of human resource management can most accurately be defined as one of the functions of employee management, belonging to management, which consists in the appropriate shaping of preferred behaviours and actions taken by employees, with the use of appropriate motivational instruments, the aim of which is the realisation of the tasks established in the organisation (Polkowska, 2024; Steinerowska-Streb, Wronka-Pośpiech, 2022). Motivation in a professional setting makes it possible to elicit certain attitudes of employees, but effective motivation is necessary, i.e. motivation that will act on the needs of employees, on the aspects that motivate them, and this requires knowledge of one's own employees (Wojciechowska et al., 2019; Rogowska, 2020). This thus means that motivation is a process of creating employee behaviour on the basis of an in-depth knowledge of employees and the factors that influence their behaviour (Bera, 2020).

The essence of effective employee motivation is the appropriate, skilful and rational application of specific motivation measures in such a way that they produce the desired results, both in relation to employees' expectations and employers' strategic objectives (Kozłowski, 2017; Czechowska-Bieluga, 2021).

The aim of this article is to explore and present the relationship between different aspects of work and job performance based on the opinions of the employees surveyed. In particular, the article focuses on three key areas:

1. Diagnosis of the level of motivation and its impact on employee performance.
2. Analysis of the impact of job satisfaction on job performance.
3. Identification of the key factors that respondents believe have the greatest impact on their professional performance.

The article potentially provides employers, managers and HR professionals with practical tips and recommendations that can help improve performance in organisations by better understanding and managing employee motivation and job satisfaction.

The article is divided into several key sections: introduction, research methodology, results, discussion and summary. The introduction outlines the background and significance of the study, the research method describes how the survey was conducted and how the data was analysed, the results present the data collected and their interpretation, the discussion addresses the relationships found and their implications, and the summary offers conclusions and practical recommendations for employers, managers and HR professionals.

2. Methods

2.1. Research background

The relationship between job satisfaction and employee performance is clear and largely depends on the motivational system used in the organisation (Białas et al., 2023). Thus, the main goal of managers is to get employees to perform in line with management's strategy and expectations (Stefańska, Grabowski, 2023; Balik, Graczyk-Kucharska, 2022). This relationship can be graphically represented as a process (Figure 1):

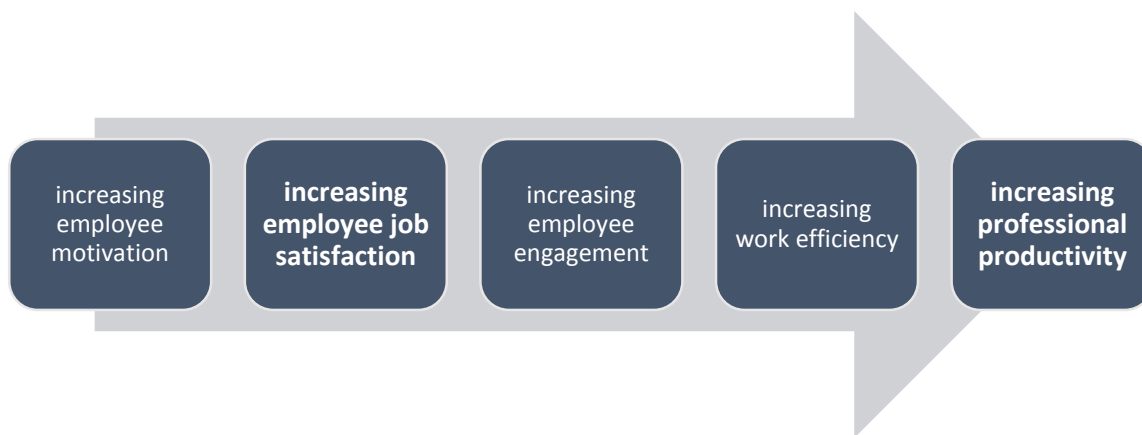


Figure 1. The relationship between job satisfaction and employee performance - a process diagram.

Source: own compilation based on: Juchimowicz, Tomaszuk, 2018. The system of non-wage motivation in the National Fire Service.

The first element of the process is to influence the level of employee motivation. Increasing staff motivation has a direct impact on increasing their job satisfaction, which allows them to freely use their potential to properly carry out their tasks. This, in turn, has a direct impact on the identification of employees with the organisation and the activities undertaken as part of their professional duties, which results in an increase in their work efficiency, thereby influencing an increase in professional productivity (Bodziany et al., 2021).

The essence of work engagement as a decisive element of employee performance is that it is directly linked to motivation, which stimulates the desire to perform work duties, but at the same time to the satisfaction the employee derives from it (Schultz, Kranas, 2011; Doniec, 2022). Through a high level of commitment, the employee shows his or her value not only as part of the organisation, but as a human being in the social system (Brajer-Marczak, 2021). An engaged person very often devotes a lot of time to his or her work: he or she spends extra hours at the workplace or 'takes' work home with him or her. A committed person is often always active and ready for new challenges, which from the perspective of the whole organisation means a source of profit, but also exemplifies exemplary work to other employees (Berlowski, 2004; Bejma, 2015). Management looks for such committed, productive employees as they represent a profitable investment for the organisation, and in return offer them a variety

of benefits and privileges to 'compensate' for the lack of all non-work activities (Berłowski, 2004; Beck-Krala, Kornik, 2023). Unfortunately, from an employee's perspective, this can mean rapid job burnout associated with overwork, exhaustion and a decline in productivity and the ever-present pressure to succeed and perform at a high level (Kraus, 2008).

In terms of the management of the work team and the relationship between employee satisfaction and performance, the literature points to a system of so-called 'four quadrants', the identification of which in the team makes it possible to assess the stage it is currently in (Chuda, Wyrwicka, 2013).

These quadrants are formed between satisfaction and productivity/performance. Their relationships are shown in Figure 2.

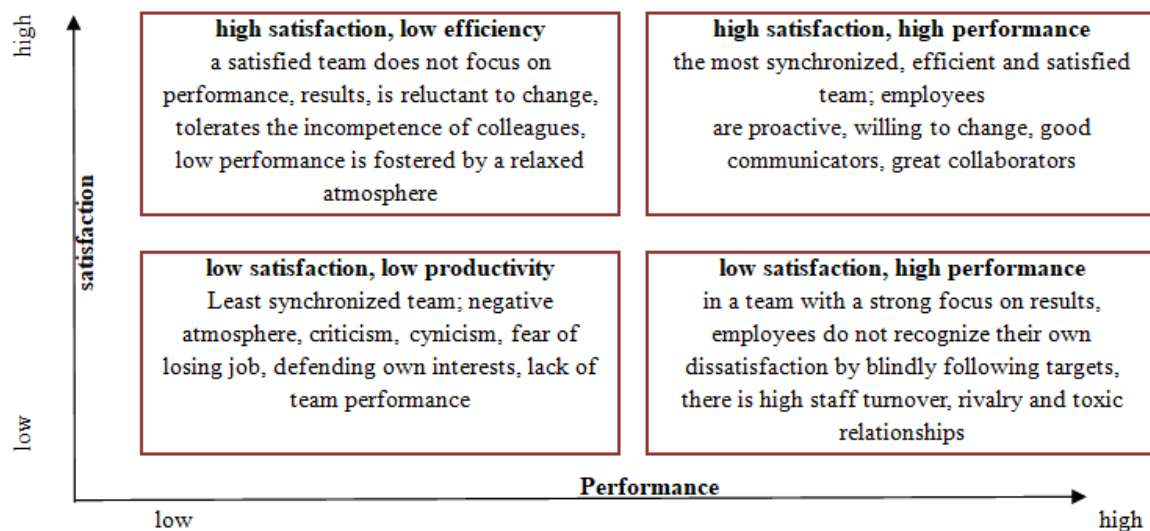


Figure 2. 'Four quarters' stage of the staff team.

Source: Clock, R., Lewczak, E. (2018). *The manager's journey: an illustrated guide to engaging work with your team*. Słowa i Myśli Publishing House, Lublin.

The leader's correct identification of the stage of his or her team will allow appropriate corrective mechanisms to be adapted and weaker aspects of the team's performance to be influenced (Wilczynski, 2023). The leader's goal should be to build a team characterised by both high satisfaction and high performance (Majczyk, 2022).

Pointing to job satisfaction as an element of improving job performance, it is impossible not to acknowledge that it has a direct impact on the level of an employee's involvement in the duties performed (Szczucka et al., 2023). This is because it is natural that a person who is satisfied and fulfilled professionally will make every effort to perform the tasks entrusted to him/her, also due to the fact that they give him/her pleasure (Janeczek, 2022).

Summarising the issue of motivation, it can be stated that it is a state that determines a certain readiness of a person to undertake some action aiming at the realisation of an intended goal, the satisfaction of a desire. According to humanistic theory, motivation is a set of motives influencing a person's decision to undertake a behaviour, maintain it or refrain from it. It is the stimulus that gives direction to human action. An unsatisfied desire. In the field of human

resource management, on the other hand, it is the element that determines the direction, but also the sustainability, of the actions taken by an employee team.

2.2. Research method

The methodology of own research on theories of employee motivation in the context of the relationship between motivation, performance and job satisfaction is closely related to the study group of employees, which is diverse, especially in terms of the industry in which they are employed. In order to do so, a theoretical objective and an empirical objective were distinguished.

The main objective of the article is to identify theories of employee motivation in the context of the relationship between motivation, performance and job satisfaction, taking into account how employees manage their team, job satisfaction and their job performance in the industries studied.

Based on the above, the research hypotheses were defined, viz:

1. It is assumed that the level of job satisfaction influences the level of employee performance.
2. It is assumed that the level of occupational motivation influences the level of employee performance.
3. It is assumed that the type of motivating factors interacts with the level of professional performance.

To achieve the main objective of the research, a diagnostic survey was used, which allows the opinion of a representative group of respondents to be collected on a specific topic in a random manner. When considering the occupational environment, the target group of respondents was not narrowed down, allowing the opinions of employees from different fields of work and areas of employment to be gathered.

As part of the research method of the diagnostic survey, a survey technique was used. The research technique is a specific way or ability to use selected research methods in order to find out the characteristics of the research subject. In this study, the research subject was the level of motivation, productivity and job satisfaction of employees. The research tool resulting from the method used was a survey questionnaire.

The survey questionnaire was aimed at those in active employment. Its implementation took place in January/February 2024. No issues were reported during the survey. 140 survey questionnaires were distributed. After all the sheets were collected, missing answers were noted which disqualified 6 survey questionnaires. In the end, the statements of 134 respondents were analysed.

The general characteristics of the study population of 134 people included basic socio-demographic characteristics, i.e. gender, age, length of service, level of education, type of work performed, mode of work and size of the company employing the respondents, but the most significant characteristic of this group was the industry of employment, as shown in Table 1.

Table 1.*Characteristics of the study population in terms of employment sector*

Sector of employment of respondents:			
	Trade (H)	32	24%
	Health care (HIA)	14	10%
	Education (E)	17	13%
	Industry (P)	23	17%
	Beauty industry (BB)	20	15%
	IT	11	8%
Other (I)	Building	6	4%
	Transport	9	7%
	Finance	1	1%
	Other	1	1%
	SUMA	134	100%

Source: own elaboration based on survey.

Those surveyed were dominated by workers employed in the retail industry - 24%. A slightly smaller group of respondents were those employed in the industrial branch - 17% and the beauty industry - 15%. The fewest respondents came from the financial industry - 1%. In order to be able to present the full results of the survey, several branches of employment with the smallest number of respondents were combined, i.e. construction, transport, finance and 1 person who did not indicate their branch (17 people in total).

In the present survey, the participation of representatives of various professional sectors was recorded. The most numerous group were representatives of trade. Trade means selling, exchanging goods or services for money, but also for other goods or services. The primary purpose of trade is to make a profit and the indirect purpose is to provide necessary goods or services to consumers. The second largest group of respondents was industry. The general understanding of the field of industry as one of the sectors of the state economy consists of a process based on extracting resources from nature and adapting them to human needs, although this process is carried out on a large scale and concerns rather huge undertakings. The division of industry takes into account a number of sectors, such as the steel, fuel, chemical, food, clothing and glass industries. The third largest group of respondents were employees in the beauty industry. This industry has so far not been regulated in any way, but a number of measures have been taken at the Ministry of Finance in 2024, regulating, among other things, the definition of this sector of activity. The industry includes, for example, hairdressing, eyelash styling, permanent make-up, manicures, pedicures, nail styling and podiatry, as well as massages or depilation.

More than a dozen representatives from the education sector, which includes nurseries, kindergartens, schools, as well as any colleges and organisations involved in skills development, including vocational qualifications, also participated in the surveys.

Another industry whose participation was recorded in the own research was health care. This is an important sector of the state economy, focused on ensuring the health of Polish citizens, responding to illnesses, health problems or life-threatening emergencies, but also educating and taking care of disease prevention. Another group of respondents were workers in

the IT industry, commonly known as IT. These workers are usually IT specialists, programmers, closely related to the functioning of computers, software, but also applications or even games. In addition, the own research noted the low participation of representatives from the transport and construction industries as sectors relevant to the viability of any industries discussed earlier.

Women slightly dominated among the respondents - 54% against 46% men. Women dominated especially in the beauty industry, but also in the education industry. The smallest number of women was recorded in IT and industry. Men dominated the trade and industry sector. The education sector had the smallest proportion of men, while no men were recorded in the beauty industry. Respondents were also relatively young, with the highest number of people under 30 recorded at 28%, followed by those aged 31-40 (27%) and those aged 41-50 (20%). The least number of respondents were the oldest, i.e. over 61 years of age, at 10%, while those aged between 51 and 60 years were 15% of those surveyed.

Among respondents under the age of 30, those in the beauty industry in particular dominated, while the oldest respondents were recorded in the retail industry, with an age range of both 51 to 60 and employees over 61. Employees surveyed most often acknowledged that their work combined elements of both physical and mental work (56%). Only physical work was performed by 25% of respondents, while only mental work was performed by 19% of respondents. Respondents indicated the mode of their work. More than half of them, 54%, admitted that their work is carried out in shifts. Fixed and defined working hours were held by 16% of the respondents, mobile working hours were defined by 17% of the respondents, while irregular working hours were indicated by 13% of the people.

The final characteristic of the respondents was the size of the organisation in which they were employed. Almost half, 49%, indicated a large enterprise with more than 250 employees. A slightly smaller enterprise, i.e. between 50 and 249 employees, employed 31% of the respondents. A small enterprise employed 16% of respondents, while a micro enterprise was formed by 4% of respondents.

3. Results and Discussion

An important issue addressed in the present survey research was that of job satisfaction as an element in improving job performance. This issue was pursued in our own research with several scales, which made it possible to reliably determine the degree of job satisfaction of the employees surveyed.

Table 2 shows the degree of satisfaction of the surveyed employees with their own work, taking into account the industry of employment of the respondents.

Table 2.*Degree of satisfaction of surveyed employees with their own work by industry of employment*

Degree of satisfaction of respondents with their work		
1 - low	2 - medium	3 - high
Commercial sector (H)		
4 (13%)	21 (66%)	7 (22%)
Healthcare industry (HIA)		
7 (50%)	6 (43%)	1 (7%)
Education sector (E)		
6 (35%)	10 (59%)	1 (6%)
Industry sector (P)		
1 (4%)	10 (43%)	12 (52%)
Beauty branch (BB)		
0 (0%)	5 (25%)	15 (75%)
Information technology (IT) industry		
0 (0%)	5 (45%)	6 (55%)
Other sectors (I)		
1 (6%)	8 (47%)	8 (47%)
Total		
19 (14%)	65 (49%)	50 (37%)

Source: own elaboration based on survey.

Among all the people surveyed, the most frequent response was to indicate a medium level of satisfaction with their job - 49% of responses. However, every third person indicated a high level of job satisfaction with 37%, while the smallest number of respondents, 14%, were least satisfied. Determining the level of job satisfaction of respondents by industry of employment, the beauty industry is indicated first and foremost, with the highest level of job satisfaction - 75%. The highest satisfaction rate of respondents was also recorded in the IT industry, 55%, and the industrial industry, 52%. When it comes to the dominance of the average level of satisfaction of respondents, the retail industry in particular is indicated with 66%, and the education industry with 59%. The lowest level of satisfaction was recorded by far in the healthcare industry, 50%, but also the education industry, 35%.

The element analysed in this study was employee performance, which is also one of the elements of contemporary human resource management. This aspect is linked to the level of motivation and job satisfaction.

Table 3 shows the level of professional effectiveness of the employees surveyed, taking into account the industry of employment of the respondents.

Almost half of the employees surveyed were among those described as effective - 46%. Every third person showed a high level of effectiveness - 37%, while the smallest group of respondents, 17%, was described as ineffective. Determining the level of professional effectiveness of employees with regard to the industry of employment, one points first to the beauty industry, which was clearly dominant in terms of high levels of effectiveness - 80%. The second most effective industry, but with a much lower score, was the retail industry, which received 41% of responses.

Table 3.*Level of occupational efficiency of surveyed workers by industry of employment*

Level of professional effectiveness of employees surveyed		
Ineffective	Effective	Very effective
Commercial sector (H)		
0 (0%)	19 (59%)	13 (41%)
Healthcare industry (HIA)		
4 (29%)	7 (50%)	3 (21%)
Education sector (E)		
3 (18%)	11 (65%)	3 (18%)
Industry sector (P)		
4 (17%)	13 (57%)	6 (26%)
Beuat branch (BB)		
0 (0%)	4 (20%)	16 (80%)
Information technology (IT) industry		
0 (0%)	7 (64%)	4 (36%)
Other sectors (I)		
12 (71%)	1 (6%)	4 (24%)
Total		
23 (17%)	62 (46%)	49 (37%)

Source: own elaboration based on survey.

In terms of the average level of efficiency, the education industry was predominant with 65%, the IT industry with 64%, the retail industry with 59% and the industrial industry with 57% of responses. Employees from other industries were primarily identified as ineffective, 71%, but also staff employed in the healthcare industry, 29% of responses. The next two questions of the survey questionnaire, which asked about the relationship between motivation and performance and satisfaction and performance, provided a summary of the issues addressed by the respondents. The question of the relationship between motivation and performance is presented in Figure 3.

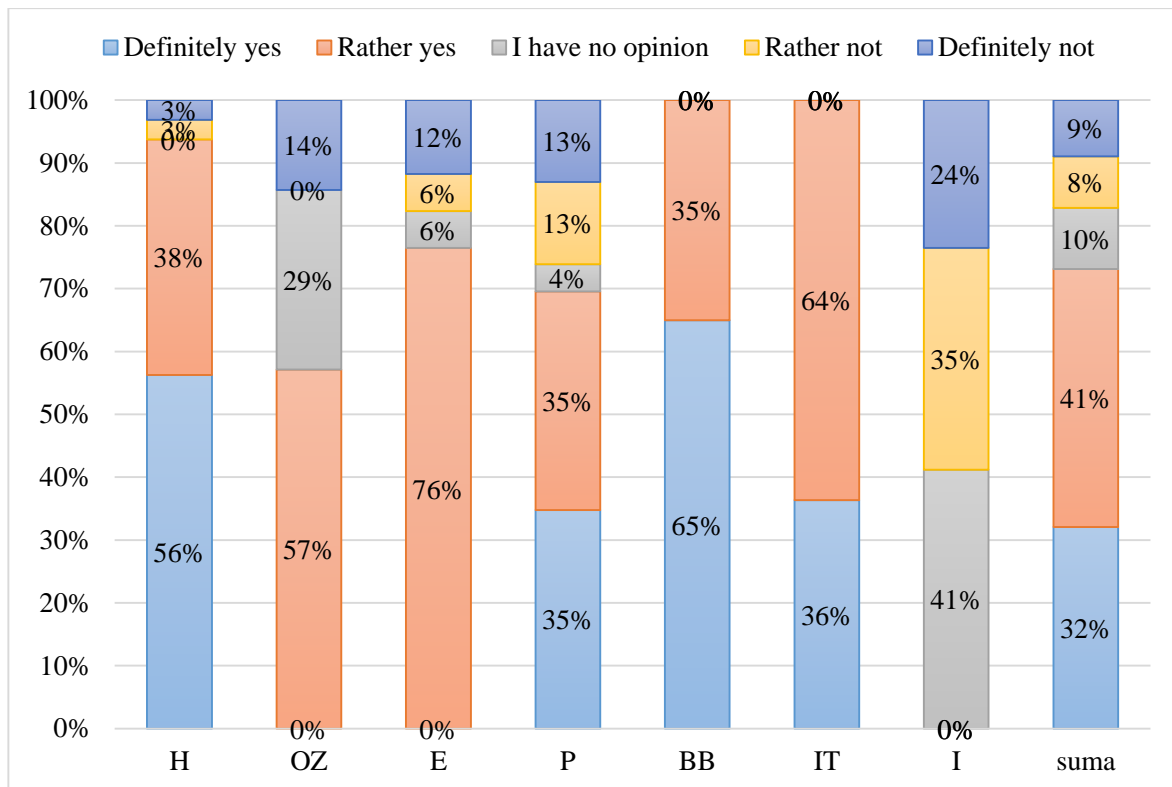


Figure 3. Relationship between motivation and job performance according to respondents.

Source: own elaboration based on survey.

The vast majority of respondents, 73% in total, agreed that there was a link between motivation and professional performance. A total of 17% of respondents held the opposite view, while 10% had no opinion in this regard.

Employees from the beauty and IT industries were strongly convinced that there is a link between motivation and job performance, but also, although to a lesser extent, sales representatives. Representatives of other industries in particular, but also health care personnel, were of a completely different opinion. Employees from these two industries were also the most likely to evade giving an answer.

The issue of the relationship that exists between satisfaction and professional performance is illustrated in Figure 4.

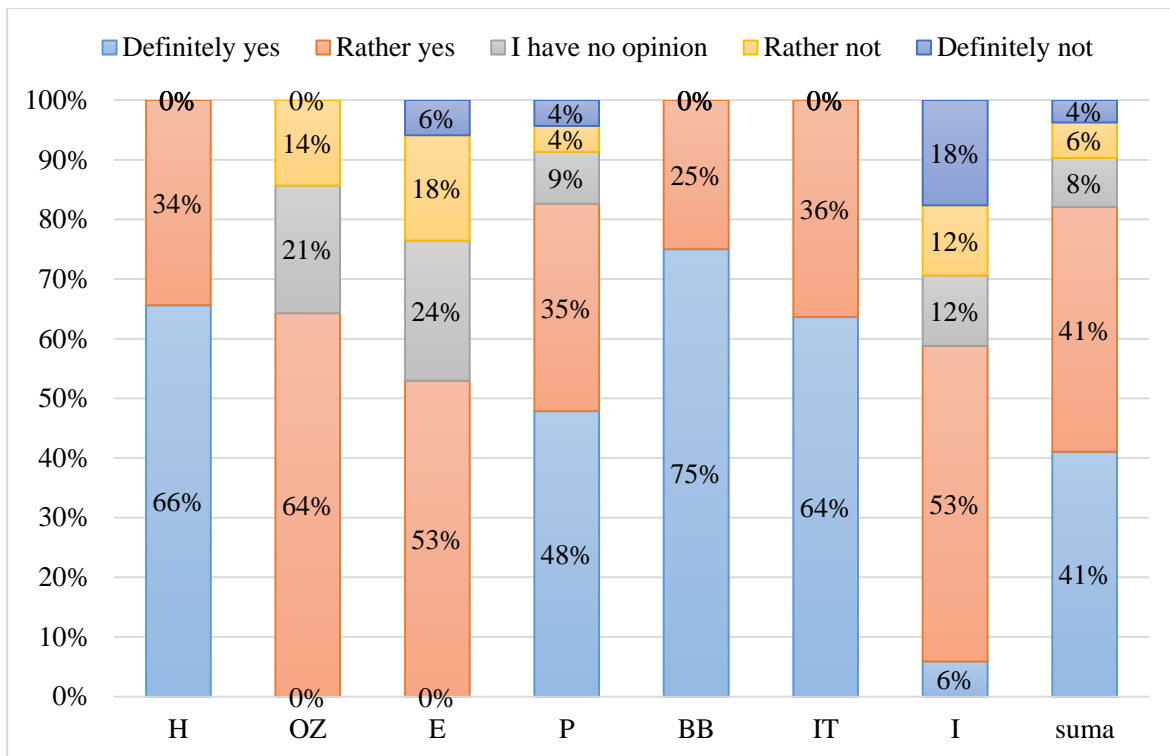


Figure 4. Relationship between job satisfaction and job performance according to respondents.

Source: own elaboration based on survey.

The vast majority of respondents, 82% in total, agreed that there is a link between motivation and professional performance. A total of 10% of respondents held the opposite view, while 8% had no opinion in this regard. Taking into account employees' responses by industry, it is indicated that the representatives of the retail, beauty and IT industries were again convinced of the link between satisfaction and professional performance. Again, representatives of health care, other industries, but also employees from the education industry were of a different opinion. The final question of the survey questionnaire asked the surveyed employees to indicate, in their opinion, the factors that contribute more to higher employee performance – Table 4.

Table 4.*Factors influencing higher professional performance according to respondents*

A supervisor who limits an employee's autonomy	51%	49%	A superior who allows everything	
Flexible working hours	40%	60%	Rigid working hours	
Financial motivation		68%	32%	Non-financial motivation
Individual work	46%	54%	Group work, teamwork	
The lower bonus received each month	56%	44%	High bonus received once a year	
Sense of satisfaction of customer, client satisfaction	51%	49%	Sense of satisfaction of completing a professional task	
Piecework	54%	46%	Unlimited time for the performance of tasks	
Having free time outside of work (being offline)	56%	44%	Having continuous contact with the employer	
Working in so-called "open space"	31%	69%	Working in a separate room	
The possibility of benefiting from specific rules for the performance of the task	42%	58%	Ability to creatively solve a task	

Source: own elaboration based on survey.

There was little advantage in many of the factors assessed; the responses were comparable to each other. However, an obvious choice was made against four factors. These were: 69% of the responses - working in a dedicated room, 68% of the responses - financial motivation, 60% of the responses - rigid working hours and 58% of the responses - being able to solve a task creatively.

In summary, the respondents provided their opinions in a series of questions concerning their perception of their professional work, their level of satisfaction with this work, their motivating factors and their level of work motivation. Obtaining these opinions makes it possible to draw first conclusions about the relationship between motivation, performance and job satisfaction. Indeed, it is indicated that employees who are characterised by higher levels of job satisfaction and motivation also present themselves as more professionally productive.

The above preliminary conclusions on the interrelationships between the factors in question should be properly interpreted using appropriate statistical tests, by which statistical significance, and therefore a real relationship occurring between the variables under study, is determined. A number of basic relationships will be verified in this way, as outlined in the following subsections.

4. Summary

Research into the impact of job satisfaction and motivation on employee performance has been conducted on a large scale, covering a range of industries and company sizes. Although the results provided valuable information, some limitations must be taken into account. First of all, the research sample was not evenly distributed in terms of industry representation, which

may have affected the diversity of the data. Additionally, the self-reporting methodology may have introduced an element of subjectivity, which is typical of survey-based research.

Research has confirmed that there is a significant relationship between job satisfaction and employee performance, which is strongly dependent on the effectiveness of the motivational systems used in organisations. It has also been shown that high levels of motivation lead to higher commitment and higher productivity, which is a valuable contribution to human resource management theory.

The results obtained have important implications for human resource management practices. Employers and managers can use the information to develop more effective motivational strategies that will lead to increased job satisfaction and thus increased employee productivity. The research can also serve as a basis for further analysis, including research on the long-term impact of motivation and satisfaction on organisational success.

The theoretical implications of the research point to the need to take into account the complex relationships between different aspects of motivation and job satisfaction. Practical recommendations, on the other hand, include the development of professional development programmes and the implementation of innovative motivational systems, which can be key to increasing job performance in different sectors of the economy.

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