

JOB SATISFACTION AS A FACTOR OF PROFESSIONAL AND ECONOMIC EFFICIENCY

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Abstract

Job satisfaction is a crucial component determining the effectiveness of professional and economic activity. Thematic justification is determined by world socioeconomic crisis influencing the level of job satisfaction and the quality of socioeconomic activity. Research objective is to define the influence of job satisfaction of metallurgic plant employees on their professional and economic efficiency. The authors applied the Interpersonal Diagnosis of Personality offered by Leary, Job Satisfaction Profile Assessment by Brunner, Sociometry by Moreno, Q-sorting by Stefanson, Methodics of Communicative Control by Shneider, Interpersonal Relations Questionnaire by Rukavishnikov, peer review method. It was determined that the employees who are satisfied with their work are oriented on social approval and financial incentives. They also seek to be the center of attention, to deserve recognition. Professional and economic efficiency of these employees is related to an altruistic type of relationship, clear planning of activities and goal orientation. Those employees who are not satisfied with the work are considered to have only personal professional successes. Harmonization of internal and external professional capabilities stands for the implementation of the program of employee economic efficiency.

Key words: job satisfaction, professional efficiency, economic efficiency, interpersonal relations, economic efficiency of the employee.

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Introduction

The global socioeconomic crisis raised the problem of professional and economic efficiency of employees who experience some tension in the unstable working environment. External factors that affect organizational behavior can be adequately accepted and comprehended on condition that enabling corporate environment and job satisfaction do exist within the organization (Stiven, 2007). Modern conditions of professional activity are closely connected

with psychological subtext; it gives a chance to analyze the situation of interdependence of job satisfaction and professional efficiency. The observed psychological approach to professional activities is determined, first of all, by the increased requirements to the level of the individual's psychological involvement in his work activities. It can also be explained by the increasing complexity of psychic life-sustaining activities of the employees and the continuous growth of their personal and social aspirations. According to Alekhina, the unity of social and interpersonal relationships stands for some form of human relations (cooperation, competition, social cohesion, compatibility, friendship, harmony), as well as the qualities of the person determining the psychological peculiarities of communication process in a team (Alekhina, 2012). Job satisfaction presupposes some balance between demands (requests) from the side of the workers' regarding the content, character and conditions of work, and the subjective assessment of the feasibility of those requests (Bazarov, 2011). This evaluative attitude to the job or to its aspects from the side of a person or a group of people is a key indicator of how easy a worker can get adjusted to work conditions in this particular organization or a company. Job satisfaction and improvement of workplace management define the level of labor economic efficiency. Job satisfaction is influenced by the content of labor, achievements at the workplace, recognition from others, the possibility of qualification growth, working conditions, wages, administration attitude and the relationship between workers (Hutchison, 2015). The relationship between job satisfaction and the level of professional and economic effectiveness is a serious issue for the leaders of the organization to be addressed. A number of studies show that low levels of job satisfaction leads to a staff crisis, which can manifest itself in various forms (Fedorova, et al., 2013). When speaking of professional efficiency, we speak of correlation between worker's actions and organization's goals and requirements; we also speak of performing the work with the help of the most rational and efficient methods; we speak of the maximum usage of worker's capabilities (abilities, knowledge, skills, strengths) (Kibanov, 2009). That is why, it is very important to know what influences the level of job satisfaction of employees of those companies that make a significant contribution to the development of Russian economy. Metallurgic plants are among them.

Analysis of the administrative activity of heads of metallurgical plants in times of economic crisis of the Russian market leads to the conclusion that one of the decisive conditions for success is the need to ensure effective impact of the internal conditions of

professional activity on the labor behavior of employees in order to achieve their self-realization in the workplace.

So far, the objective of our research is to define the influence of job satisfaction of metallurgic plant employees on their professional and economic efficiency. To achieve the goal, it is necessary to solve the following tasks: 1) To analyze the concept of job satisfaction and conditions of its formation; 2) To examine the relationship between job satisfaction and professional and economic efficiency of metallurgic plant employees; 3) Work out recommendations to create a positive psychological climate in the organization and make the level of job satisfaction higher.

Analysis of different sources on the issue showed a special interest in human factors affecting the anticrisis processes. So, with a unique set of data obtained from the large-enterprise surveys conducted in 2005 and 2009, Ichiro tried to clarify the status of Russian industrial firms survival before and after the global economic crisis and to empirically examine the determinants of their survival (Iwasaki,2014). Estimation of Cox proportional hazards models provided evidence that the independence of the control bodies, their human resources and corporate governance impact turn out to be statistically significant factors affecting the probability of survival of the surveyed firms (Cox,1989). Bietry and Creusier involved 865 people in the fundamental research of the person-centered paradigm; they managed to prove that there is a link between a set of personality traits and professional efficiency (Bietry, Creusier, 2014). Li, Zhang and Yang thoroughly studied the satisfaction of teamwork as a specific factor influencing the crisis. They argued that the ability to work in a team in accordance with specific rules and corporate culture can result in the ability to achieve high levels of productivity and efficiency in the joint activities and to create the necessary conditions to prevent the crisis processes (Li, Zhang, Yang, et al., 2015). Nothing but the collective organizational management forms the core of the human resources management. If to speak of the level of relational authentication, members of the team are positively affected by this approach. It was found that the group of factors affecting job satisfaction includes personal and social indicators.

In the works of Vandenberg and Eastman the task was to increase the professional and economic efficiency through the involvement of employees in the existing activities (Vandenberg, Eastman, 1999). To solve the problem the researchers considered the impact of high involvement of work processes on the organizational effectiveness of the second-order latent variable. The researchers proved that the provision of opportunities for skills

development, control and management of the organization's activities increased professional efficiency and facilitated the timely response to emerging crisis processes. The given opportunity to study and to teach within the framework of professional tasks allows to organize the dynamics of professional competence and professional motivation respectively. In the studies carried out by Costuleanu, Dumitrescu and Brezuleanu on the basis of small and medium enterprises of Romania, the researchers proved that a close relationship between social and psychological stability (health) of the personnel and organizational sustainability is the most important factor of professional and economic effectiveness. The researchers also analyze the relationship between external and internal factors and make an important conclusion that the organization needs to have a very complete picture of its own sustainability which is made possible with the help of active staff research (Costuleanu, Dumitrescu, Brezuleanu, 2015)

Thus, the problem of the research of job satisfaction as a factor of professional and economic efficiency has to be considered to be relevant and timely.

1 Materials and methods

The study was conducted at the premises of ZSK Ltd., which is a manufacturer of metal constructions located in Yekaterinburg. At this plant one can order the anchor-angular, intermediate and uniform power transmission line towers according to the customer drawing. The study involved 246 people aged from 28 to 53. According to the results of the survey the participants were divided into 2 groups. In order to achieve the objectives we used traditional methods of obtaining data, among which there were such methods as analysis of financial statements, survey and employees testing, interview with the leaders, documentation analysis. To investigate the job satisfaction factors, we have chosen and applied the Interpersonal Diagnosis of Personality offered by Leary, Job Satisfaction Profile Assessment by Brunner, Sociometry by Moreno, Q-sorting by Stefanson, Methodics of Communicative Control by Shneider, Interpersonal Relations Questionnaire by Rukavishnikov, peer review method.

2 Results

Analysis of the job satisfaction factors among employees belonging to the first group (here we speak of those who are satisfied with their jobs) has shown that most employees (52.8%) have a friendly attitude to the others. It proves that they are oriented to receive acceptance and social approval. They also seek to be the centre of attention and to deserve recognition. 24.3%

of employees belonging to the average age group of 35 years old can be characterized from the point of having some type of self-centered, selfish attitude to others which indicates their tendency to compete with others. 22.7% of employees belonging to the average age group of 44 years old demonstrated altruistic attitude towards others and showed high level of personal responsibility. These employees are aware of the ways to support, encourage and reassure other people around them; they are also able to help a colleague out when needed.

To sum the above said up, employees who are satisfied with their jobs demonstrate friendship, altruism and reasonable self-interest in the relationship with the colleagues.

The study of the second group of employees, showing dissatisfaction with their jobs, has shown that 4.8% group representatives use a dependent type of relationship which manifests itself in obedience, fearfulness, helplessness. All these have a tendency to adversely affect the psycho-emotional state of the employees. 8.9% of people use a dominant type of relationship with the others. These employees positioned themselves as opinion leaders, but not as rigid or authoritarian ones. They prefer to help and control the group. 9.7% of participants demonstrate a selfish type of relationship with others, which can be explained by their desire to raise above others, and to stay focused only on themselves at the same time. 10.5% of employees belonging to this group have an aggressive attitude towards others; their professional behavior is associated with the demonstration of rigidity and hostility towards others. 17.8% of people's type of relationship with others is not that suspicious but critical and uncommunicative; they tend to be too suspicious, closed, skeptical, disappointed in others, secretive. 30% of others use an obedient type of relationship. These employees tend to roll over and give in to everyone, have no opinion of their own, perform their duties in an honest and obedient manner. Such employees always put themselves last, often put the blame on themselves; they remain passive and try to find someone stronger to support them. There is neither age trend nor other social law factors identified among representatives of this group of employees.

Comparison of the results of interpersonal relations study revealed that 38.2% representatives of the first group seek to establish friendly partnership relationship and prefer to cooperate with others. At the same time there are only 9.7% of people of the kind in the second group of those who are dissatisfied with their job. 13.8% of employees satisfied with their job and 17.8% of people who are not satisfied with their job tend to exercise quite an aggressive and competitive attitude, which prevents the possibility of successful cooperation and joint activities with others. 15.4% of people from the first group and 35% of employees

from the second group showed positive result obtained by the formula "dominance", which indicates a pronounced tendency for leadership in communication. The negative value of 8.9% of employees from the second group indicate a tendency to obey, to deny responsibility and leadership positions. Thus, we can conclude that for those who are not satisfied with their job, dominance presupposes a tendency to take the first place in communication. In the term of friendliness, employees do not aspire to a successful joint activity; they tend to show aggressive or competitive position, which prevents cooperation. Though not involved in cooperation with others, these people prefer to dominate over others, to delegate and to stay indifferent. It was revealed that 17.8% of people in this group have an individualistic type of group perception. This means that they consider the group to be a hindrance to their activities, or treat it neutrally. They find the group to have no independent value of its own. They prefer to avoid involvement in any joint activities and to limit contacts with others. 24.3% of employees satisfied with their job have collectivist type of perception. These people see group as an independent entity of inherent value. They give priority to the problems of the group; they show interest in the success of each member of the group and the group as a whole; they tend to contribute to group activities; they are in need of collective forms of work. 13.8% of people who belong to the group of those satisfied with their job perceive the group as a means of contributing to the achievement of certain individual goals. They evaluate the group from the point of its usefulness for them. They prefer more competent members of the group because they consider them to be able to provide assistance and to find the solution to a complex problem, as well as to serve as a source of relevant information. To sum it up, interpersonal perception in a group of people demonstrating job satisfaction depends on many factors, among which are social attitudes, past experience, peculiarities of self-perception, the nature of interpersonal relationships, the level of awareness of each other. As per interpersonal relationships, these people tend to have both purely individual personality traits and to correspond to the learned norms and values of the society they belong to.

It is also found that 53% of the first group employees consider the group to be close-knit and friendly. In this particular case solidarity or social cohesion is characteristic not of the whole team, but of some microgroup. 30% of people belonging to the second group possess high level of emotional stability and demonstrate low level of cohesion; these employees do not tend to cooperate with each other. So, both groups of employees express emotional stability, though employees from the first group tend to have more stable emotional and psychological integration.

Comparative analysis of the results of the further phase of the study in groups of employees with different job satisfaction levels showed that 35.7% of people satisfied with job and 12.1% of employees who are not satisfied with the work demonstrate ‘involved outspoken behavior’, which indicates that they accept the others the way they are, they tend to belong to different social groups and spend more time with their colleagues. 23.5% of the first group and 33.3% of the second group show ‘involvement in the desired behavior’. Such employees try to have others invite them to participate in their activities and seek for their company, even if they make no efforts for it. According to the ‘control’ scale, 25.2% of the first group and 26% of the second group try to influence others, take control, decide what and how to delegate. According to the ‘affect’ scale, 11.4% of employees satisfied with their job and 8.9% of employees who are not satisfied with their job demonstrate the expected behavior; they try to make others share their feelings with them and be emotionally involved in the communication process. 24.3% of the employees of the first group show a tendency to establish more close, friendly relationship with others; they show warm feelings, take care of others.

We have studied the economic and professional efficiency of both the groups of employees with the help of peer review method based on 10-point system and established the following link to indicators of job satisfaction (Tab. 1).

Tab. 1. Interdependence of Job Satisfaction and Employees’ Professional and Economic Efficiency

	The components of job satisfaction	Average job satisfaction values		Level of Professional Efficiency		Level of Economic Efficiency	
		Group 1 (satisfied with their job)	Group 2 (dissatisfied with their job)	Group 1 (satisfied with their job)	Group 2 (dissatisfied with their job)	Group 1 (satisfied with their job)	Group 2 (dissatisfied with their job)
1	Satisfaction with relationships with employees	7.0	4.0	8.0	4.0	8.0	3.0
2	Satisfaction with the work achievements	5.2	3.0	7.0	5.0	7.0	5.0
3	Satisfaction with working conditions	5.1	4.2	7.0	2.0	9.0	2.0
4	Satisfaction with relationships	4.9	4.1	10.0	3.0	10.0	4.0

	with the chief						
5	Interest in professional activities	4.4	4.4	10.0	2.0	9.0	3.0
6	Professional responsibility	4.4	3.2	10	5	9	6
7	Level of professional activity claims	3.5	3.0	10.0	8.0	10.0	5.0
8	Preference give to job itself, not to the high income	2.9	6.1	8.0	1.0	8.0	3.0

Source: Results of the research held by the authors

Thus, the study showed that the level of claims in the professional activity and orientation on high earnings result in low level of professional and economic efficiency. At the present moment employees of metallurgical plant do not seek to achieve more complicated goals in their professional activities; they feel dependent on the management of the plant and the relationship with the colleagues. Statistical analysis of the survey results showed high level of interdependence between the level of job satisfaction and the levels of professional and economic efficiency. Thus, we can conclude that the higher the job satisfaction level is, the higher the efficiency of the staff will be.

Conclusion

Thus, job satisfaction level is an important factor in professional and personal effectiveness. According to the majority of the parameters, employees of the metallurgical plant have an average level of job satisfaction and the same average level of efficiency. Professional achievements, relationship inside the work team, professional responsibility may be challengeable for those not satisfied with their job. Thus, management team has all the chances to reevaluate employees' achievements and raise their level of job satisfaction.

It was found that employees with different job satisfaction levels demonstrate different attitude to the organization and to its socio-psychological climate. Thus, employees satisfied with their job are more communicative, friendly, responsive, open; they do not aspire to leadership and autocracy. In order to create comfortable working environment for the whole team, human resources department should take the above said into consideration.

In conclusion, it should be noted that in today's rapidly changing environment personnel is a key asset of any organization as it can guarantee its competitiveness and sustainable development. Understanding and meeting the current and future needs and expectations of employees is the key to long-term success and prosperity of the organization.

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