

THE MAIN APPROACHES TO DETERMINING STAFF SATISFACTION

The staff of any organization providing services or carrying out the production process is one of the main parties interested in the effective operation of the company along with its customers. In modern, dynamically changing business environment, personnel is a key asset of the organization, ensuring its competitiveness and sustainable development. Understanding the current and future expectations and needs of employees, as well as assessing their satisfaction with work and other aspects related to the company, are the key to the long-term success and prosperity of an organization in any field of activity.

A significant number of works have been devoted to the study of personnel satisfaction, the mechanisms of its formation and approaches to its assessment, but most of them relate to general issues and do not affect the specifics of a particular organization's activities or are devoted to the study of personnel satisfaction of industrial enterprises or organizations of other service sectors. In this regard, in order to study staff satisfaction, it is advisable to initially analyze the general trends towards the definition of the term "staff satisfaction".

The concept of job satisfaction was developed within the framework of industrial sociology and psychology, as well as in the study of organizational behavior. It was only later that it attracted the attention of economists and was developed in the works of the founders of economic research on job satisfaction.

Initially, attention to staff satisfaction with work was associated with the study of the employee's motivation level, their attitudes towards the performed activity. According to research in the field of psychology, job satisfaction is an emotionally colored evaluative representation of the subject of activity about the result of his work activity, about the work process and the external conditions in which it is carried out. The most complete analysis of research in this area, used later in management theory, was given by E. Locke. The main conclusions revealing the content of his approach include the following statements:

– Satisfaction with an individual's work is closely related to his perception of life as a whole, family and himself as a person, directly or indirectly correlates with his health (physical and psychological). A negative attitude to work can be the reason for excessive mobility in the labor market.

– Job satisfaction depends on how compatible the values of a particular job and the needs for it are for a person. Among the most important values are the following: interest in work, "transparent" remuneration for work, favorable working conditions, etc.

According to the terms of labor sociology, satisfaction is an empirical indicator of the attitude to work. Staff satisfaction is defined as a state of balance between the requirements (requests) made by an employee to the content, nature and working conditions, and a subjective assessment of the possibilities of implementing these requests. This is the estimated attitude of a person or group of people to their own work,

its various aspects, the most important indicator of the employee's adaptation at a given enterprise, in a given labor organization. In the sociology of labor, there is a distinction between general and partial satisfaction with work, where the first characterizes satisfaction as a whole, and the second one characterizes its various aspects and elements of the production situation.

Economists became interested in the issues of subjective labor indicators in the late 1970s of the 20th century. Research in the field of organizational behavior and economic studies of job satisfaction conducted in the 70-80s of the 20th century were able to prove that the variable of staff satisfaction is a good indicator of objective and subjective characteristics of work and can be used to make reliable forecasts when working with staff. Satisfaction with work in the studies of A. Clark, A. Oswald, B. Frey and A. Statzer began to be considered as one of the components of human "happiness".

In the 1960s and 1970s, the theories of expectation and fairness had a decisive influence on the understanding of staff satisfaction.

Currently, the development of job satisfaction research depends on progress in the study of work motivation. Satisfaction with work is considered within the framework of the main theories of motivation, which include the two-factor theory of F. Herzberg, the theory of human relations by E. Mayo, the Porter-Lawler motivation model, etc. It is these theories that are most often the basis for assessing staff satisfaction, since they allow us to identify various factors that affect the overall level of satisfaction, and choose from them those that most correspond to the specifics of the educational organization.

Currently, there is no unified understanding of the essence of staff satisfaction in management theory. This term is considered by scientists as the attitude of employees to the organization or work (V.N. Myasishchev), staff assessment of various work situations (A.A. Murutar), mental state (N.D. Levitov). Of particular importance in defining this term are the factors underlying staff satisfaction. For practical purposes, job satisfaction is most often revealed through subjective assessments given by employees to various aspects of work. In this regard, the terms "job satisfaction" and "staff satisfaction" have become the most widespread in various studies.

The areas of research on job satisfaction in the field of management can currently be divided into three categories: the causes and limitations of satisfaction, the consequences of satisfaction and the study of satisfaction levels.

Summarizing the approaches to determining staff satisfaction, it is advisable to clarify and consider the following interpretation of it. Staff satisfaction is a systematic, dynamically developing characteristic that reflects the degree of attitude of staff to the organization as a whole and their work, determined on the basis of the ratio of the opportunities and conditions of activity offered by employees of the organization and their own requirements and needs. Thus, it can be concluded that at present the category of "staff satisfaction" is widely studied in the works of psychologists, sociologists and economists. However, all researchers focus mainly on factors directly related to the work performed by the staff, i.e., the satisfaction of staff with work or work in the organization.