THE PROCESS OF MONITORING AND DEVELOPING AN ENTERPRISE'S EMPLOYEE SATISFACTION LEVEL

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ABSTRACT

The proper quantitative and qualitative development of human resources constitutes one of the most important problems to be solved by the management of an enterprise. On the one hand, this process becomes simpler thanks to developing suitable methods and techniques and the increasingly large experience of the managerial staff. On the other hand, however, varying market conditions requiring the enterprise to be promptly adapted to new needs call for human management systems to be adequately flexible. For the more complete utilization of the employee potential, the process of monitoring and developing the satisfaction level of employed people gains key importance. The paper presents investigation results showing relationships between activities undertaken by an enterprise and their effects, as expressed by the attitudes of employees.

KEY WORDS: monitoring, developing, employee, satisfaction level

INTRODUCTION

The proper development of personnel policy in an enterprise is one of the most important elements of the organization's functioning. Seeking tools that will provide a basis and guidelines enabling [1]: the appropriate shaping of the career and development path of individual personnel groups, selection of the efficient means of motivating and monitoring the human resource satisfaction level and developing objective and reliable personnel assessment methods presents a challenge to the managerial staff of an organization. The selection of optimal research methods enables an organization to save both its time and financial resources. Among the tools that aid in solving the above-mentioned problems, employee questionnaire surveys are worth mentioning. These may both cover personnel satisfaction surveys and provide a tool for work stand evaluation. Moreover, they represent a method whose preparation and performance do not involve an excessive disruption of the natural course of working of entities being examined.

Information obtained from the research process allows the effective management of human resources, which in turn enables a number of benefits to be gained, such as increased employee motivation, a sense of reliable and fair treatment, and, as a consequence, a reduction in personnel policy costs.

Satisfaction is related to the difference between expectations and perceptions of the situation. No difference in mean satisfaction, better assessment of the situation in relation to the expectations of is enthusiasm and loyalty, while exceeding the expectations of judgment are dissatisfied [2]. From a business perspective particularly important are issues concerning the relationship between satisfaction with the productivity. By Theorem Brayfield and Crockett[3] high level of satisfaction will be present together with high productivity only if productivity is perceived to be the way to some important goals and when these goals are achieved. Under other conditions, satisfaction and productivity cannot be linked together or even go negatively related. These considerations were used by Vroom as the basis for the start of the debate on the theory of expectations. Another theory formulated by Davis[4]. It assumes that adaptation to work is a function of employee satisfaction and whether its

behavior (performance level) is satisfactory for the organization. Porter and Lawler[5] extended the theory of Vroom. According to them, the higher achievement leads to greater satisfaction, and not vice versa. It could therefore be argued that the employee satisfaction monitoring and development process is an essential elements of building a modern staff management system in an enterprise.

DESCRIPTION OF THE SURVEY

The survey was performed using a face-to-face Questionnaire form. Based on consultations about the expected precision and representativeness of ratings, the size of the target sample was determined. Respondents provided answers to 38 questions of a closed nature. The developed question could be classified into five synthetic categories:

- professional satisfaction level,
- job satisfaction,
- organizational culture,
- work environment, and
- training and assessment system.

Subjected to anonymous surveying were all people from a public administration sector organization, employed in the following departments:

- Civic Affairs,
- Municipal,
- Urban Development, and
- Education.

The choice of departments was conditioned by, among other things, the current work schedule of individual units of the examined organization.

SURVEY RESULTS

The first category of questions surveyed the employees' professional satisfaction level. The following scale was adopted for the questions:

- definitely unsatisfying (1),
- rather unsatisfying (2),
- no opinion (3),
- rather satisfying (4),
- definitely satisfying (5).

As Figure 1 shows, a majority of asked questions received ratings of 3.5 and higher, which, in a practical sense, means that more than half of awarded ratings within a given question was at a level of 4 or higher. By contrast, the rating of the employee promotion method is clearly low. The mark of 2.5 indicates that this aspect requires a more detailed analysis.
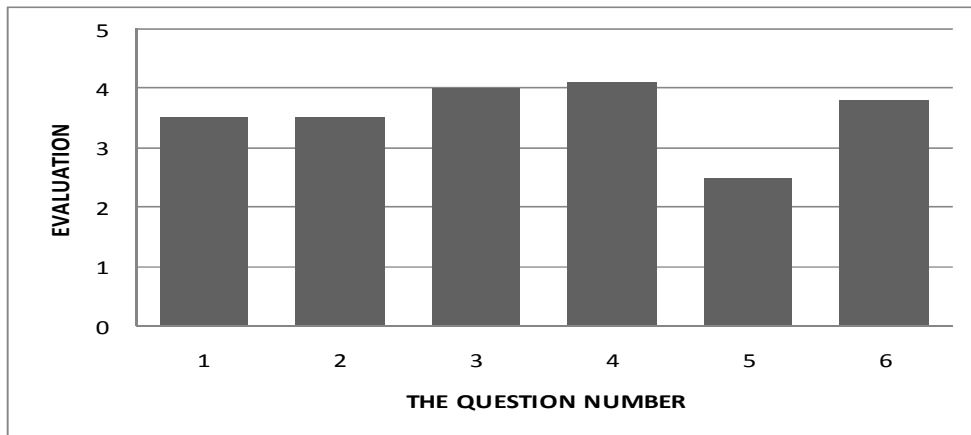
Figure 1. Professional satisfaction level rating

Q.1 – How can you describe the atmosphere at work? Q.2 – How can you describe the employment stability level? Q.3 – How can you describe your relations with your superior? Q.4 – How can you describe your relations with your fellow workers? Q.5 – How can you characterize the method of promoting workers? Q.6 – How can you characterize your current scope of responsibilities?

Another group of questions were concerned with the assessment of the job satisfaction level. In this case, the following scale was used:
- little important (1),
- important (2),
- most important (3).

The analysis of the obtained data – Figure 2 – finds that each of the indicated factors has a significant influence on the level of satisfaction from the work being done. As the most important elements in this area, the polled employees recognized employment stability and the remuneration level.
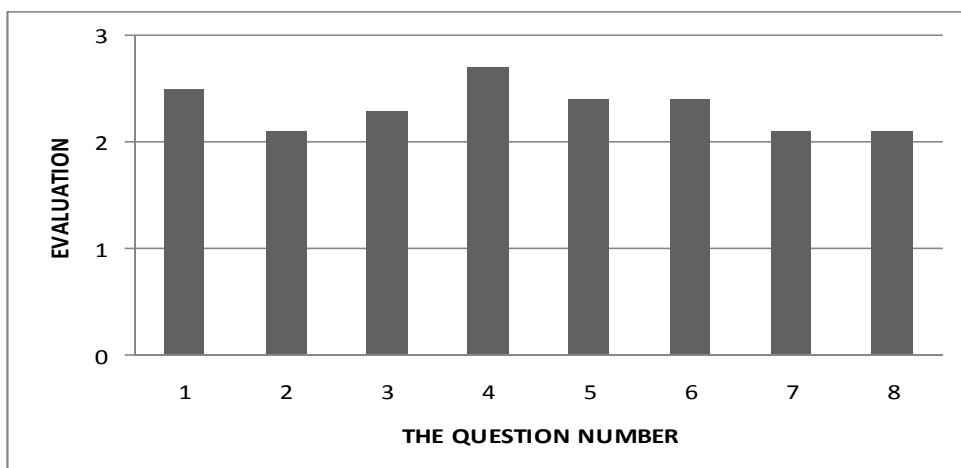

Figure 2. Job satisfaction level rating

Please describe the impact of the following factors on the level of your work satisfaction: Q.1 – remuneration, Q.2 – bonuses, Q.3 – rewards, Q.4 – employment stability, Q.5 – communication between employees and management, Q.6 – communication among employees, Q.7 – flexibility in combining professional matters, Q.8 - promotion opportunity

The purpose of the third category of question was to assess the level of organizational culture. The following scale was adopted here:
- I definitely disagree (1),
- I rather disagree (2),
- I have no opinion (3),
- I rather agree (4),
- I definitely agree (5).

In this category, the ratings vary around the medial values (marks 3 – 4) - Figure 3. In all units, the employer pays attention to the appropriateness of employees' attire and their culture level to a high degree. By contrast, the respondents only perceive actions aimed at increasing inter-organizational integration to a small extent.
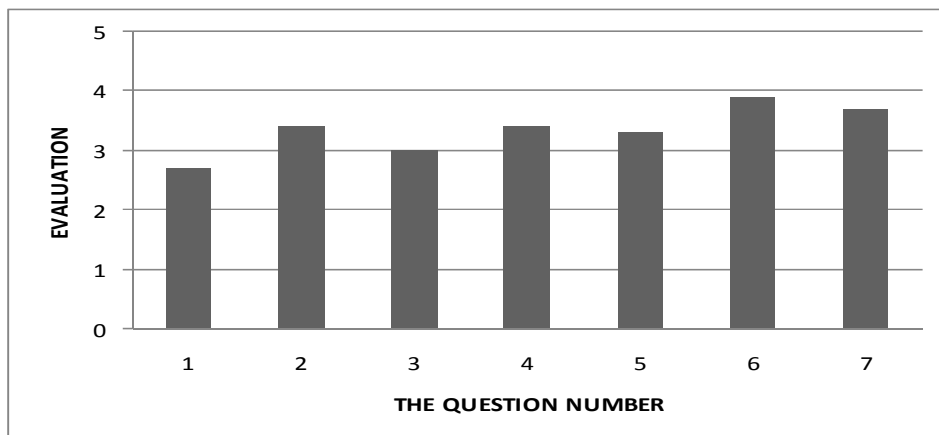

Figure 3. Organizational culture level rating

Q.1 – Does the employer undertake activities aimed at enhancing the integration of employee groups? Q.2 – Do a friendly atmosphere and the willingness to cooperate exist among the employees? Q.3 – Do the employees identify themselves with the company within informal relations? Q.4 – Do the superiors, through their conduct, recognized values and organizational norm, seek to shape the positive image of the company? Q.5 – Are employee relations continued on friendly terms after working hours? Q.6 – Does the employer pay attention to the appropriateness of the employees' attire and their level of culture in contact with customers? Q.7 – Do the material elements of the work environment (interior décor, office equipment) positively shape the company's image?

The next set of questions was oriented at the work environment. The respondents had a five-degree rating scale at their disposal:
- I definitely disagree (1),
- I rather disagree (2),
- I have no opinion (3),
- I rather agree (4),
- I definitely agree (5).

The ratings of individual elements making up the work environment in the questionnaire, similarly as in the preceding case, stay close to the median values – Figure 4. On the one hand, the respondents clearly perceived the fact that the employer paid attention to interior décor, office equipment, the employees' attire and their level of culture in contacts with

customers; on the other hand, however, there is a group of people, who either observed or experienced some occurrences of a discriminatory nature.
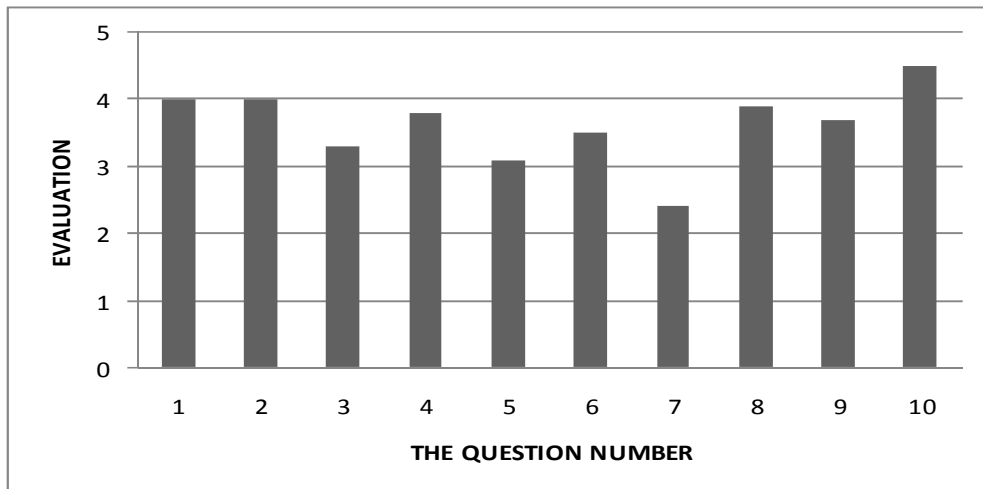

Figure 4. Work environment rating

Q.1 – Do your fellow workers provide you information when you need it? Q.2 – Is your superior well acquainted with your job? Q.3 – Are your efforts and commitment appreciated by your superior? Q.4 – Do you take advantage of your possessed qualifications in your work? Q.5 – Is the recruitment conducted in conformance with accepted market standards? Q.6 – Does the company show due respect and understanding towards your family responsibilities? Q.7 – Have you observed or experienced any discrimination against you (due to your sex, age, etc.)? Q.8 – Is the content of your work inspiring and requiring independent thinking and initiative? Q.9 – Does the work organization allow you to discharge of your professional duties entrusted to you within the working hours? Q.10 – Are contacts and cooperation with your fellow workers essential in your job?

The last category concerned with the problems related to the training system and the assessment system. The identical rating scale as in both preceding cases was used:
- I definitely disagree (1),
- I rather disagree (2),
- I have no opinion (3),
- I rather agree (4),
- I definitely agree (5).

The analysis the ratings shown in Figure 5 indicates that the training system and the assessment system were assessed poorest of all the five polled categories. This means that a considerable group of people existed, who were dissatisfied with the current status quo in the aspect examined, which was expressed by negative ratings.
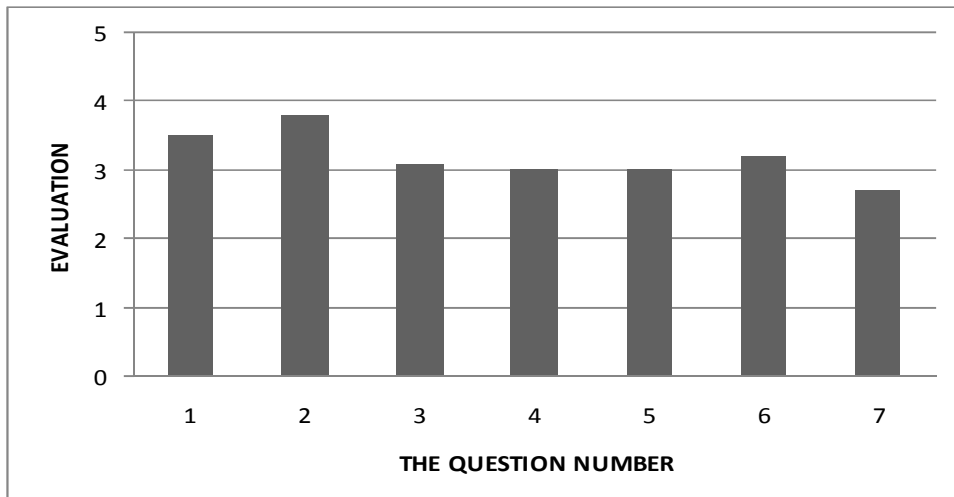
Figure 5. Training and assessment system analysis rating

Q.1 – Do the employees have the opportunity to participate in training courses dedicated to their work posts? Q.2 – Do conducted training courses effectively contribute to increasing the competency level of the employees? Q.3 – Does the employer carry out activities aimed at identifying any gaps in employee competencies? Q.4 - Does the employer actively monitor the employee professional improvement process? Q.5 – Do non-financial elements play an important role in the incentive system? Q.6 – Are the rules and criteria of employee assessment commensurate with the work content being fulfilled? Q.7 – Is the assessment-related reward and penalty system transparent and fair?

SUMMARY

The process of monitoring and developing the level of satisfaction of an enterprise's employees should be a permanent element of the personnel policy of each organization. Indeed, the proper management of human resources is a sequence of continuous improvement activities. To be able to carry out this process, first, areas requiring the implementation of changes need to be properly identified.

The analysed organization came out positively in a majority of assessed areas; however, according to the adopted methodology of proceeding, this result is the average of positive and negative ratings. The prevalence of the former has shown some trends, though does not fully reflect the existing status quo. From the assessor's point of view, it is the group of respondents who took a negative view on particular issues that seems to be more interesting.

Figure 6 shows the percentage share of negative responses in individual sets of questions. Excluding the job satisfaction assessment area, in the remaining categories, the percentage of persons dissatisfied with the existing status quo ranges from 18% to 27%. It can therefore be stated that, in many assessed aspects, every fifth employee does not see any positive activities of the organization.
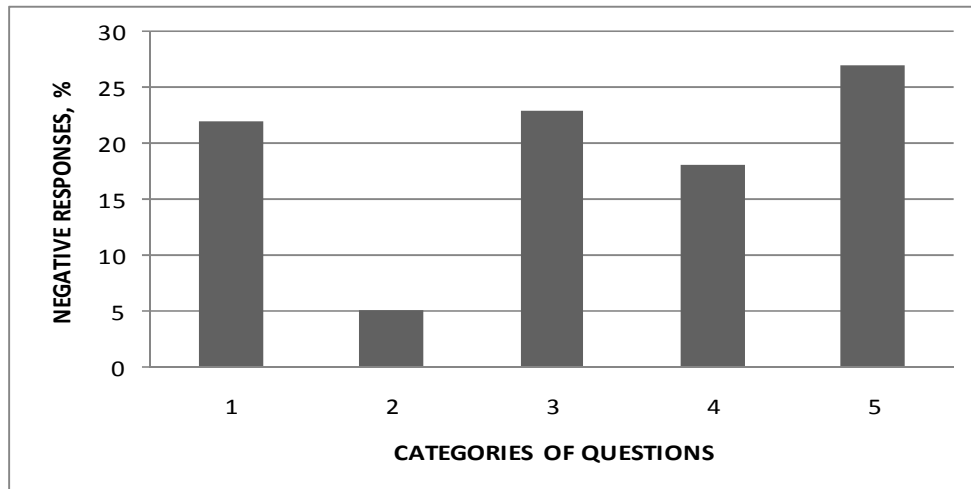
Figure 6. Percentage fraction of negative responses

Cat. 1 – professional satisfaction level; Cat. 2 – job satisfaction; Cat. 3 – organizational culture; Cat. 4 – work environment; Cat. 5 – training and assessment system

This situation calls for a further in-depth analysis that will consider factors, such as e.g. the type of surveyed department and the sex, age and length of service of a polled individual. So extended study would make it possible to more precisely determine the range of occurring problems, and thus identify the appropriate improvement paths.

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