

Job Satisfaction as an Indicator of Effective Motivational Climate in the Organization

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Abstract. The article is devoted to the issues of studying of motivational climate in the organization and satisfaction with job of personnel as one of indicators of motivational climate. Considerable attention is paid to representation of results of the research of level of job satisfaction and structure of labor motivation of personnel on the example of structurally functional divisions of local governments of the city district Samara. The research tasks are to estimate qualitative structure of labor motivation to connect it with indicators of satisfaction with job and to show some conclusions concerning the reasons having an impact on its construction to make a typology of municipal employees on the basis of pragmatic domination or valuable orientation of labor motivation, to reveal the actual level of personnel satisfaction on separate indicators of job satisfaction of personnel of the local governments.

1. Introduction

1.1. A Subsection Sample

The motivational climate is the social and psychological atmosphere in the organization stimulating personnel to the vigorous activity directed to achievement of the organizational purposes. There is a number of the indicators demonstrating existence of positive motivational climate in the organization: satisfaction of personnel, loyalty and commitment of personnel, involvement of personnel. The satisfaction of employees as an important factor of motivational climate, includes: satisfaction with tasks and results of job; satisfaction with the professional status, position; compensation, system of promotion; satisfaction with colleagues and management. For the organization the dissatisfaction of personnel results to easing of motivational climate, in high turnover of staff, growth of number of the interpersonal conflicts, truancies and incidence and also low motivation to job at personnel and to decline in quality of products of the organization.

The analysis of indicators and factors of satisfaction with job of personnel gains the increasing popularity in domestic researches. The growing interest in studying of factors of assessment of job is connected with insufficiency of traditional stimulants of job and the general humanization of approaches to human resource management.

2. Materials and methods

2.1. A Subsection Sample

Today the considerable volume of data on various factors of job satisfaction [2,3,4,5,6,7,9,10,12,18,19,20] is available to studying, various techniques of studying the indicators of job satisfaction which are focused on social and psychological characteristics of a working environment [8,11,17,15] are developed.

It is necessary to pick up the technique of the research which could solve the following problems: to determine the general level of satisfaction of workers with job; to estimate satisfaction in job parameters on compensation, awarding, justice of encouragement and punishments, in parameters of social security, under the terms of job; to define structure and the rating of unsatisfied requirements at workers (for establishment of difference in estimates of employees about desirable and possible for realization of requirements); to typologize personnel on the basis of domination of pragmatic or valuable orientation of labor motivation.

Today there are 5 well-known techniques answering to the designated parameters: technique "Assessment of the impact of socio-economic factors on increase in productivity of job" of Scientific Research Institute Ministry of Labour and Social Protection of the Russian Federation [1], technique of the analysis of incentive motives of the State University of Management [8], technique of motives of the relation to job of the All-Russian Center of a Research of Public Opinion (ARCRPO) [8], technique of formation of standard motives of job of Lomonosov Moscow State University [8], concept of motivation of administrative job of the Penza state university of architecture and construction (PSUAC) [17].

The satisfaction external and internal to living conditions and job was defined on the basis of calculation of indexes of satisfaction.

2.2. Practical application of techniques of a research of satisfaction with job of personnel

It is a descriptive and empirical research. The object of the research is personnel from Personnel management and personnel policy Department, from Social support and protection of the population Department and from Economic development Department of Administration of the city district Samara [13, 14,15,16].

The technique "Personnel of the organization and satisfaction with job" is used.

Statistical selection is standardized on age (21-25 years - 17%, 26-30 years - 6%, 31-35 years - 14%, 36-40 years - 32%, 41-45 years - 11%, 46-50 years - 20%), on gender (men of 40%, women of 60%), belongings to professional group of municipal employees (chief specialists of 60%, leading experts of 40%) and to structural division of regional administration. A standard object from each group with average characteristics was designed. A total of 60 respondents were interviewed

2.3. The orientation prevailing in the system of values of job of municipal employees

It is a descriptive and empirical research. The object of the research is personnel from Personnel management and personnel policy Department, from Social support and protection of the population Department and from Economic development Department of Administration of the city district Samara [13, 14,15,16].

The technique that expressed of pragmatic orientation is for material benefits, orientation to earnings and ensuring the worthy standard of living. At respondents motives of preservation (1.5-2.5) and lack of motivation prevail (the GPA does not exceed 1.5). Motivation force 2.39 - 1.6 (average)

2.4. Level of satisfaction of personnel of municipalities with the job

The general satisfaction of personnel with the life -0.25; satisfaction with the current job 0.33 respectively.

Indexes of satisfaction: material stimulation -1.33; justice of encouragement and punishments - 0.57; material non-monetary stimulation -0.98; organization and working conditions +0.1; contents

and pithiness of job -0.64; career, growth, professional self-realization -0.64; management +0.27; relationship +0.78; effectiveness of work and results of work +1.07 [13].

Thus, indexes of satisfaction almost in all respects rather are low or have negative value.

Assessment of level of satisfaction of municipal employees with compensation and incentive measures is presented in table 1[13].

Table 1. Assessment of the level of personell satisfaction with the current system of remuneration and measures of material incentives.

Assessment of personell satisfaction with various aspects of material incentives	Satisfac-tion index
Material incentive:	
wage rate	-1,65
material standard of living provided by income from job	-1,45
timeliness of salary payments	1,32
organization of wages (whether the conditions and principles of remuneration in the organization are clear)	-0,92
Material non-monetary stimulation:	
housing and living conditions	-1,33
compliance of services and benefits included in the social pack-age, the actual needs of employees	-1,1
management's attention to the needs of employees	-0,93
a variety of services and benefits included in the social package	-0,87
provision of medical services	-0,67
Fairness of rewards and punishments:	
the objectivity of the employee incentives	-0,83
the justice of punishment, censure from the management	-0,32

Authors assume that in case of compliance of expectations and needs of municipal employees to the applied incentive measures the effectiveness of job will be increasing.

2.5. Structure of the dominating needs of municipal employees and assessment of an opportunity to satisfy them in the course of job

There is a big divergence between needs of personnel and opportunities of their satisfaction by the following opportunities: an opportunity to provide prosperity and the worthy standard of living; an opportunity to have the high salary; an opportunity to have housing, an opportunity to suit the child in kindergarten, an opportunity to receive the permit to treatment to the resort.

The research showed that the importance of the requirement is lower, the level of its satisfaction and vice versa is higher.

The main value in this case are material requirements which satisfaction has negative values that is connected in, firstly, with the low level of compensation in the public sector in general across the Russian Federation have the main value.

3. Results

In the course of the study the following results were obtained:

the budget of the Russian Federation is limited, and therefore the level of remuneration of municipal employees is low. Therefore, the most dissatisfaction is caused by the parameters related to the material stimulation of labor activity;

the vast majority of municipal employees have a pragmatic orientation of job motivation, with the predominance of motives of preservation or lack of motivation at all;

the assessment of satisfaction on separate parameters of labor activity revealed that municipal employees have orientation to primary satisfaction of needs for material benefits to which the possibility of good earnings and a worthy standard of living belongs;

the least demanded by municipal employees are the opportunity to have an interesting job that gives pleasure, the opportunity to improve their skills, to be independent in work;

in the structure and ranking of unmet needs, the basic needs are material needs and the needs for fair rewards and penalties in the workplace. This is due to the lack of an effective performance measurement system.

4. Conclusion

Motivational climate of the enterprise is a system of economic, technical and technological, organizational, managerial and socio-psychological conditions of activity that determine the behavior of the individual in the workplace. The process of formation of the motivational climate should involve a gradual transformation of the employee's thinking from the traditional, inflexible type, providing management on the basis of established rules and orders to adaptive, providing rational adaptation to change.

With regard to the study to improve the motivational climate, it is necessary to apply a shift in the structure of job motivation of municipal employees from material needs to social needs. This will increase the importance of the final result of work, both for municipal employees and for the population of the municipality.

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