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# **SYSTEM OF MONITORING OF STAFF SATISFACTION WITH JOBUSING EFQM MODEL: SOCIAL ASPECT**

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### *Abstract*

The article presents the results of the implementation of a staff satisfaction monitoring system at the university based on the EFQM model. The personnel management process is aimed at coordinating the strategic goals of the university and the personal and professional goals of each employee. The purpose of this coordination is to achieve business results that ensure the sustainable development of the university. Identifying and nurturing employee talent is a constant source of creativity and process innovation. Inspirational motivation in the personnel management system provides a balance between the necessary for the university and the desired for the employee. And the developed system of monitoring job satisfaction shows areas for improving personnel processes and staff development. We considered the positive social effects of using this approach, which manifested themselves in the development of the organization's human resources, personal and professional growth of employees, increased satisfaction with the quality of work processes and involvement in management decisions. Personnel satisfaction with job in organizations with customer-intensive processes has a significant impact on customer satisfaction and loyalty. The monitoring confirms that increasing staff satisfaction with job has a positive effect on the quality of the provision of educational and scientific services of the university.

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**Keywords:** Staff satisfaction, EFQM model, monitoring system.



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## 1. Introduction

The human resource is a special resource, the development of which ensures the progress and achievement of the strategic goals of the organization. In client-intensive types of service delivery, which include educational and research services of the university, the role of the contribution of employees to the implementation of the mission and strategy of the organization is growing. The key idea in working with staff is to support the initiative and personal contribution of each employee, creating equal opportunities for professional and personal growth. Thus, the need arises for a reliable tool for measuring the conformity of personal, professional and organizational goals, employee participation in management, and assessment of satisfaction with the labour process and social issues. This function is successfully performed by a qualitatively developed and constantly improving system for monitoring staff satisfaction with job in the organization.

## 2. Problem Statement

The analysis of the scientific discussion that unfolds regarding the development and implementation of a system for monitoring staff satisfaction with job shows the relevance of the issue.

The authors of the publication Wang, Hu, Zuo, and Rameezdeen (2020) note an important aspect of the organization's activities related to the study of factors and mechanisms for reducing staff turnover in the construction industry. In the personnel management system, it is necessary to increase staff satisfaction with job. According to the authors, in the system of assessing staff satisfaction, a special place is held by the conformity of the goal, the values of the individual and the organization, and the employee's adoption of the organizational environment. Based on the results of studies of staff satisfaction with job, effective strategies for managing the problem of staff turnover in state construction organizations in China have been developed and implemented. This once again emphasizes the relevance of the study, development and testing of various systems for assessing staff satisfaction with job (Aswale & Mukul, 2020; Kletzander & Musliu, 2020).

In the process of designing a system for assessing staff satisfaction with job, it is important to pay attention to the ergonomic factor of the workspace. Researchers Chafi, Harder, and Danielsson (2020) in their scientific publication note the direct dependence of the comfort of the workplace, taking into account the physical and psychological characteristics of the human body and the employee's labor efficiency. For the organization, attention to ergonomics is provided by the growth of labor productivity, investment in the human capital of the company.

Proper planning of the working rhythm with a flexible system of breaks gives a good effect of increasing staff satisfaction with job and has a positive effect on the growth of labor productivity. In the study "Work-breakschedulingwithreal-timefatigueeffectandrecovery" (Li, Xu, & Fu, 2020, p. 689), the authors emphasize the importance of this indicator in the system for assessing staff satisfaction with job.

Investigators Belrhiti, Van Damme Belalia, and Marchal (2020) in their work they consider another important aspect of the design of a system for assessing staff satisfaction with job. According to the authors, it is the leaders in the organization that play the role of communicators between the staff and the organizational culture, maintaining high staff motivation in providing quality services to consumers.

Considering leadership styles, the authors of the article noted that effective leaders creatively combine transactional, transformational and distributed leadership styles, which ensures the successful implementation of the mission, goals of the organization and has a positive impact on timely changes in organizational culture. Thus, the organizational culture is being improved depending on the individual characteristics of the staff and customer needs. The authors of the article noted that the correct leadership behaviour of leaders at all levels of the organization provides the necessary psychological comfort for staff in terms of autonomy and respect for the individual. At the same time, staff satisfaction with job increases, and the organizational culture is favourable.

The assessment of the level of staff satisfaction with job is a starting point for the analysis of factors that influence the determination of areas of improvement in working with staff. A study conducted in the healthcare system in public hospitals in Qatar (Yehya et al., 2020) showed that the most vulnerable areas are status-role relations in the work team, insufficient use of skills available to staff and the level of workload. In addition, a high level of uncertainty in the work schedule and functionality leads to extremely negative consequences for the individual and generally reduces the quality of the work of the healthcare institution. Thus, for our study, it is important to assess relationships and the level of conflict in the team, as well as the correspondence of the competence of employees to the level of functionality, the working rhythm of labour processes and the degree of their uncertainty.

An applied aspect of the quality indicators of organizations in the health care system of England is presented in the article "Using quality indicators to predict inspection ratings: Cross-sectional study of general practices in England" (Allen, Walshe, Proudlove, & Sutton, 2020, p. 55). It is emphasized that verification of compliance of the organization with regulatory requirements is expensive and infrequent and can be supplemented by a system of ordinary quality indicators. With base on an empirical study they determine the possibility of using certain indicators and their subsequent use in the rating assessment of organizations of the national health system.

In a study by Cornean, and Cornean (2020) it is noted that the human resources of the organization are the engine of labour activity, regardless of which public or private sector they belong to. High satisfaction and motivation of staff allow each organization to achieve optimal, efficient and quick results.

Strategic staff planning is a necessity of time; therefore HR-analytics has a special place in modern management and requires an integrated approach. According to the authors of Aswale and Mukul (2020). It is important to analyze and predict the development of personnel potential based on a statistical study of variables that determine the level of staff satisfaction with job depending on the demographic and psychographic characteristics of the staff. The study found that there is a higher likelihood of staff turnover among workers with experience of up to 5 years.

Various models for assessing staff satisfaction with job are presented in a number of other studies and are aimed at improving the work of personnel with consumers (Fuentes et al., 2020; Ivashova, Bulankina, Baicherova, Maslova, & Skrebtsova, 2018), especially when it comes to client-intensive sectors of the economy (healthcare, education, hotel services, etc.); developing staff training strategies based on an understanding of dissatisfaction with certain knowledge and competencies (Caporarello, Manzoni, & Panariello, 2020; Rodionova, Shvachkina, & Ivashova, 2018); assessment of employee readiness for change and contribution to organizational transformation (Goncharov, Nesmeyanov,

Kolosova, Arutyunyan, & Ivashova, 2019; Laseinde, Oluwafemi, Pretorius, & Oluwafemi, 2019; Rodionova, Shvachkina, Vodenko, & Ponomaryov, 2017; Sklyarova, Gutieva, Kamalova, & Zaseeva, 2019).

Thus, the approaches to the design of a monitoring system of staff satisfaction with job are an actual subject of research.

### 3. Research Questions

The research question of this publication is to identify and test modern approaches in designing a system for monitoring staff satisfaction with job.

**3.1. The task of a theoretical review of modern publications:** during the analysis of publications presented in high technology databases, to formulate key approaches in the design of a system for monitoring staff satisfaction with job.

**3.2. The task of testing modern approaches in designing a system for monitoring staff satisfaction with work:** to present the experience of implementing a labor satisfaction monitoring system in a successful organization – three times winner of the EFQM Excellence Prize.

### 4. Purpose of the Study

On the basis of a theoretical analysis of publications presented in high-tech databases, and the practice of implementing a quality management system in Russian universities, it is necessary to formulate relevant indicators of a staff satisfaction monitoring system and their place in the strategic management of an organization.

### 5. Research Methods

During the course of the study, theoretical, empirical, and design methods were used to study approaches to designing a system for monitoring staff satisfaction with job. Theoretical research methods include analysis of scientific literature, comparison of approaches, synthesis of scientific knowledge obtained in different socio-economic systems, classification and typology of indicators and methods for assessing job satisfaction. The empirical results include testing and improving the system for monitoring job satisfaction in Russian universities, carried out by the method of questioning personnel. For design - procedures for modelling a system for monitoring job satisfaction and improving university legal acts aimed at updating documented procedures.

### 6. Findings

In the course of a theoretical analysis and comparison of approaches that ensure the monitoring of staff satisfaction with job, important elements of this system were identified. They are: participation of personnel in management; employee development; job satisfaction; solving social issues. In turn, the

participation of personnel in management is measured by indicators of sociological tools: accessibility of information, authority, and participation in management decisions, satisfaction with changes and their implementation. The next element of the monitoring system of staff satisfaction with job – the development of employee potential is measured by indicators: career advancement, the ability to learn and improve professional competencies and training, recognition – individual and group. Job satisfaction is measured by indicators: interest in work, satisfaction with achievements in work, professional responsibility, attitude from the leadership, relationships in the team, work environment. The solution of social issues is determined through the assessment of equal opportunities, the provision of related services, the protection of health and safety and labour remuneration and benefits.

Questioning is carried out in all structural divisions of Stavropol State Agrarian University and makes it possible to assess job satisfaction and identify key areas for improving staffing.

Steady positive results are observed in the assessment by staff of the possibilities to make proposals on improving the activities of the university: from 9.4 points on a ten-point scale in 2014 to 9.7 points in 2019. A similar positive trend was recorded in the issue of staff satisfaction with the information environment and internal communications of the university.

High ratings of staff satisfaction are noted in indicators such as satisfaction:

- participation in the work of collegial management bodies,
- equipment to perform labour functions,
- relations with colleagues and direct managers,
- ergonomic workplaces,
- corporate culture of the university,
- foreign and domestic policy of leadership,
- sanitary and hygienic condition of the premises.

The key indicators that the university has identified for assessing the effectiveness of work with personnel are staff turnover, the incidence rate of employees, the dynamics of the renewal of collegial management bodies, and the university's cost of creating safe jobs. The current Personnel Development Program provides for regular training of all employees on occupational safety issues, improvement of the continuing education system, annual follow-up and vaccination of employees, promotion of a healthy lifestyle, participation in public, sports events of the university, city, territory etc.

## **7. Conclusion**

According to the results of the study, it was found that the introduction of a sound system for monitoring staff satisfaction with job and its constant updating allows successful solution of personnel issues in a client-intensive organization and also to achieve high business results that ensure the sustainable development of the university.

The analysis of staff satisfaction with job ensures the identification and nurturing of employees' talents and is a constant source of creativity and process innovation. Inspirational motivation based on the assessment of job satisfaction in the personnel management system provides a balance between the necessary for the university and the desired for the employee. Thus, the developed monitoring system of job satisfaction shows areas for improving personnel processes, staff development.

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