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DETERMINATION OF THE STAFF SATISFACTION'S INDICATOR

Bondarieva I.V., Malyi V.V., El Moulem Abdessamad
National University of Pharmacy

SUMMARY. The work processes a methodology for determining the staff satisfaction index, which can be used in any pharmacy to identify key factors of employee motivation, develop a comprehensive work incentive program, as well as for the development of strategic management methods.

Keywords: staff, satisfaction's indicator, pharmacy, employee, remuneration system.

Introduction. The personnel potential is a vector of economic development, aimed at market management, led to the renewal of the key component of business life. The development of a policy of personal promotion, improvement of forms and methods that determine the success of activities, today is more of a theoretical than a practical problem. Implementation of radical socio-economic and political reforms usually involves a certain dehumanization of relations between people belonging to different management systems. However, it is impossible to overcome the crises that arise at this stage without ignoring the problems of personnel relations that arise from the desire to manipulate personnel. Personnel management is increasingly recognized as one of the most important spheres of an institution's life, which is able to increase its efficiency many times over.

The **goal** is to determine of the staff satisfaction's indicator.

Methods and materials. In the process of work, we used the following research methods: questionnaire survey, analysis, system, graphic.

Research results. The study of the staff satisfaction index can provide significant help to the management of the institution in increasing the productivity of employees, strengthening the commitment of employees to the institution and reducing the outflow of personnel. This is one of the key parameters of a balanced scorecard of any institution,

which ensures harmonious interaction of employees and gives ideas at all levels of management, how to improve the decision-making process and get closer to the set goals.

The success of strategy implementation depends on the results and initiative of employees, the appropriate distribution, resources and feedback of the construction [1, 2].

In pharmacies, we conducted a survey of pharmacists of pharmacy institutions about their working conditions. It was established that 61% of respondents are not satisfied with working conditions (Fig. 1).
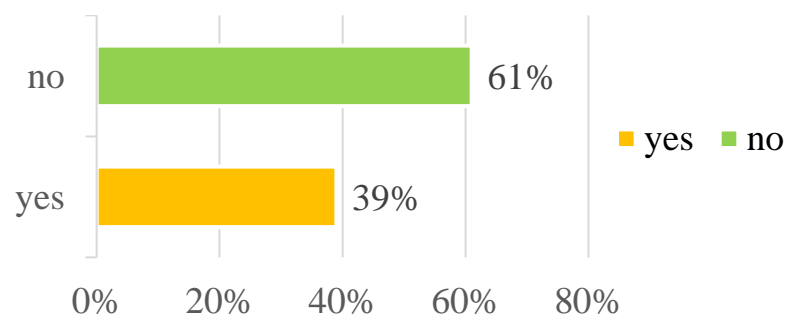

Fig. 1. Analysis of satisfaction with working conditions

34 pharmacists took part in the survey. It turned out that many employees are not satisfied with the remuneration system, the training system, the way of working, the workplace, and the provision of necessary materials. The conducted research made it possible to develop a methodology for calculating the staff satisfaction index using factor analysis. The methodology consists of several stages: 1. Formation of groups of factors on the basis of which the research is conducted. 2. Development of the questionnaire. 3. Staff notification and survey. 4. Assigning a satisfaction rating coefficient to each quality criterion. 5. Calculation of the satisfaction index for each factor. 6. Ranking of factor groups by level of satisfaction. 7. Analysis of factors, making strategic decisions.

At the first stage, we created groups of factors on the basis of which we conducted research: 1. Business strategy (the pharmacy under study is the market leader; the pharmacy has chosen the right development strategy; the management does what it says). 2. Working conditions (method of work; workplace; necessary materials). 3. Pay system (basic salary; allowances; social benefits). 4. Training and development

(employees are satisfied with the pharmacy personnel training system, their position, creative and intellectual abilities are fully used). 5. Communicability (employees feel like members of the team; relations in the team are friendly; there are no conflicts in the team). 6. Attitude towards management (for employees of the investigated pharmacy, the manager is an example to follow; the manager has created a highly professional team, subordinates can turn to the manager with personal problems).

After that, we developed a questionnaire for pharmacists, which contains 18 factors grouped into groups. The criteria for evaluating indicators are qualitative characteristics with numerical values assigned to them: completely satisfactory (+1.0); satisfied (+0.5); difficult to answer (0,0); do not satisfied (-0.5); do not satisfied at all (-1.0). The questionnaire data and the employee satisfaction index calculated by us are shown in the table 1. It is calculated according to formula 1:

$$I\,s = 1.0 \times n1 + 0.5 \times n2 + (-0.5) \times n3 + (-1.0) \times n4 + n1 + n2 + n3 + n4 \qquad (1)$$

where n1, n2, n3, n4 are the corresponding number of respondents in combination with one of the four possible answer options on the satisfaction scale. We offer the following interpretation of numerical values:

- high level of satisfaction (+1.0 to +0.6);
- average level of satisfaction (+0.59 to +0.2);
- low level of satisfaction (<0.19).

As a result of our research, we found that the overall satisfaction index of pharmacy workers with their institution is 0.58. The highest indicator is the factor "I feel like a member of the team" – 0.8; the lowest index for social (Is = 0.27) and additional (Is= 0.32) payments. The obtained satisfaction indicators are divided by factor groups (Fig. 2).

As a result of ranking by factor groups, it was established that the pharmacy team is most satisfied with communication, the least satisfied with the reward system. The obtained results can be considered as a guide to action.

The strengths of the institution must be advertised (at least for employees, for advertising purposes), and the weaknesses must be analyzed in detail and strengthened.

The dynamics of this indicator should also be monitored: how it changes, by which factor groups (or factors within groups), how people react to implemented motivational measures.

Table 1

Staff satisfaction index of pharmacy institutions based on survey data

| No	The name of the factor	+1.0	+0.5	0.0	-0.5	-1.0	Is
1	Pharmacy — market leader	10	20	6	1	5	0.4
2	The pharmacy chose the right development strategy	18	12	8	2	2	0.62
3	Management does what it says	16	19	5	1	1	0.65
4	Regime	17	17	5	3	0	0.65
5	Workplace	19	23	0	0	0	0.73
6	Necessary materials	9	28	3	1	1	0.55
7	Basic salary	6	28	4	2	2	0.45
8	Additional payments	8	18	6	9	1	0.32
9	Social benefits	4	19	10	8	1	0.27
10	I am satisfied with the training system in the pharmacy	17	15	8	1	1	0.68
11	I am satisfied with my position	19	17	4	1	1	0.68
12	I fully realize my creative and intellectual abilities	11	16	-	3	2	0.48
13	I feel like a member of the team	21	14	7	0	0	0.80
14	Relations in our team are friendly	21	17	3	1	0	0.74
15	Relations in our team are conflict-free	18	15	6	3	0	0.67
16	For me, a leader is an example to follow	12	16	9	5	0	0.53
17	The manager created an extremely professional team	19	12	6	5	0	0.63
18	I can contact the manager with personal problems	14	21	5	1	1	0.62
General staff satisfaction index							**0.58**
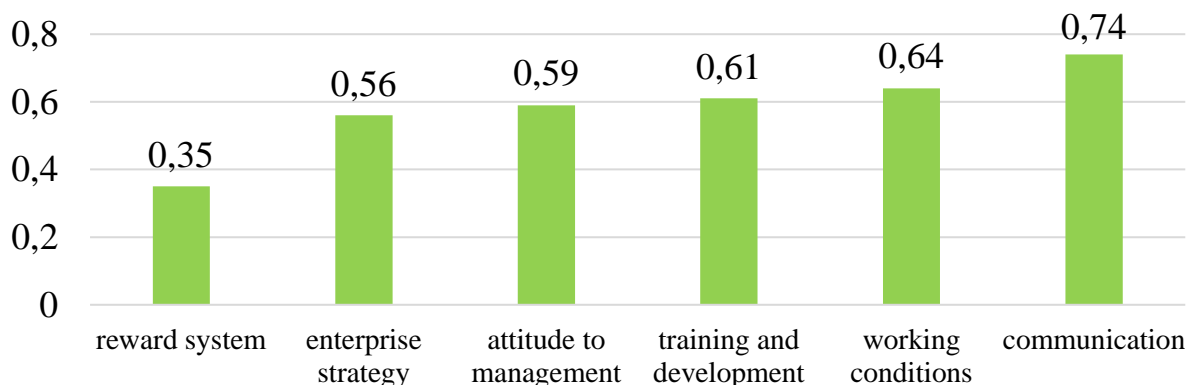
Fig. 2 Analysis of the ranking of satisfaction indicators by factor groups

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All this makes it possible to make timely management decisions and, as a result, reduce the outflow of personnel.

The data obtained as a result of the research made it possible to propose a program that includes the following areas of transformation: transformation of the employee remuneration system; implementation of the process approach, unification of work of pharmacy departments at the level of processes; regular training and development of employees; improvement of working conditions of employees; development of a non-material incentive system; education of the corporate spirit; participation of all specialists in the discussion and making of management decisions.

The method of determining the staff satisfaction index processed by us can be used in any pharmacy institution to identify the key factors of employee motivation, to develop a comprehensive work incentive program, as well as to develop strategic management methods.

Conclusions

1. A methodology for calculating the staff satisfaction index using factor analysis has been processed. The methodology consists of several stages: the formation of factor groups on the basis of which the research is conducted; questionnaire development; staff notification and questionnaires; assigning a coefficient to each quality criterion of the satisfaction assessment; calculation of the satisfaction index for each factor; ranking of factor groups by level of satisfaction; analysis of factors, making strategic decisions.

2. As a result of our research, we found that the overall satisfaction index of pharmacy workers with their institution is 0.58. The highest indicator is the factor "I feel like a member of the team" – 0.8; the lowest index for social (I_s = 0.27) and additional (I_s= 0.32) payments. The obtained satisfaction indicators are divided by factor groups.

3. It was found that the pharmacy team is most satisfied with communication, and least satisfied with the reward system. The obtained results can be considered as a

guide to action. It is necessary to emphasize the strengths of the institution, analyze in detail and strengthen the weaknesses. It is also necessary to monitor the dynamics of this indicator: how it changes, according to which factor groups (or factors within the group), how employees react to the implemented motivational measures. All this makes it possible to make timely management decisions and, as a result, reduce the outflow of personnel.

Literature

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РЕЗЮМЕ. У роботі опрацьовано методику визначення показника задоволеності персоналу, яка може бути використана в будь-якій аптеці для виявлення ключових факторів мотивації працівників, розробки комплексної програми стимулювання праці, а також для розвитку методів стратегічного управління.

***Ключові слова*:** персонал, показник задоволеності, аптека, працівник, система оплати праці.