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## Article

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## FRUSTRATION OF WORKING AS A PROBLEM OF HUMAN RESOURCES MANAGEMENT

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### **Abstract:**

The development of human resources that finds an important practical application in enterprises from the developed world, account facts which refer to the conclusion that satisfaction of employee can greatly contribute to increasing productivity in enterprises and in states from whole world.

Enterprises should assume appropriate measures which will be concentrated on reviewing the toolkit related to management staff, especially systems of payment and organization culture if they want to avoid negative consequences caused by dissatisfaction of employees in the workplace.

*Key words:* Human Resource, satisfaction of job, motivation.

*Jel Classification:* O15, J28

The affirmations that job satisfaction affects productivity of employee contribute for elevation the importance of this element in the management of human resources. The term job satisfaction, still haven't clear and widely accepted definition, although it's often used. Generally, job satisfaction is a positive experience (and frustration negative), which acquired the employee performing their work duties.

According to large number of surveys, inescapably this term received a multitude of meanings, so that Bloom (Blum 1956) job satisfaction defines like attitude, which is the result of activity of very specific views. The most of the theoretical claims of job satisfaction are descendants of the motivation theories.

Thus, two factors theory of motivation of Herzberg (Herzberg 1959), essentially has the role of work and working conditions, that are of importance to employees.

The first group is called motivators (motivator factors), and those are factors that produce job satisfaction.

This group includes:

- success
- recognition,

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- responsibility,
- the work, and
- the opportunity for advancement.

Originator of the theory considers that, when the motivators are not present employees are neither satisfied nor dissatisfied, but when motivators are present, employees are motivated.

The second group is called factors of dissatisfaction (hygiene factors), which include:

- company policy and management,
- technical supervision,
- salary,
- personal relations,
- working conditions.

Essentially, dissatisfaction factors describe the work environment and primarily, serve to prevent dissatisfaction. We can make a conclusion that the factors of satisfaction are concerning the content of the work, while the factors of dissatisfaction are relating to the work environment.

Vrum (Vroom 1964) equalize job satisfaction with working morale. Lawler (1973) in his theory of motivation, claims that job satisfaction depends on the perception of what is invested in work (job input), the characteristics of the work and what will employee get from the job, compared to other people. In other theory, theory of values, Locke (Locke 1976) argues that satisfaction comes from the fact that, a person can works to achieve goals that have value for him, which he valued.

In general, in consideration of job satisfaction, practice two approaches:

- The first approach to job satisfaction considered as a generalized attitude toward work. Moreover, asking how many workers are satisfied with their work. This approach starts from the assumption that job satisfaction is the sum of the pleasures of the individual aspects of the work and that employee may be dissatisfied with some aspect of work, but he remains generally satisfied with their work.
- The other approach involves examination of the relevant aspects of the work that contribute to overall job satisfaction. These aspects such as wages, the manner of governance, opportunities for advancement, relationships with employees, working conditions and ect.
- Workers may have varying degrees of satisfaction with various aspects of work, which determine overall job satisfaction. This approach, general assumes additive form that job satisfaction is sum of the pleasures of the individual aspects of work, while the multiplier form job satisfaction is the sum of the pleasures of the individual aspects of work weighted by their importance.
- Although, most research using approach of job satisfaction, both have their justification in some cases. Some studies show that using global approach is applied in comparing the satisfaction of employees with different occupations and those who perform different things, while employees who perform the same or similar work gets a detailed and complete reasons for (dis) satisfaction.

One of the most commonly used questionnaires for measuring job satisfaction is the Job Description Index (JDI), which includes five scales for measuring job satisfaction:

- pleasure (or displeasure) of the work,
- salary
- the opportunity for advancement,
- fellows and
- supervision.

Also, frequently used scale in research job satisfaction is the Minnesota satisfaction questionnaire (Minnesota Satisfaction Questionnaire, MSQ). This question arises in two types, long edition of 100 copies and a short version of 20 copies.

Both versions have samples relating to the 20 characteristics of work, but the pleasures of individual characteristics of the work can be calculated only in the long scale. The short scale gives same assure of general satisfaction or pleasure. Intrinsic satisfaction concerning the nature of the duties, of the position and the employee, to work that performed.

Extrinsic satisfaction relates to other aspects of work situation, such as the benefits of work, wages and etc. This questionnaire is one of the new tools for measuring job satisfaction, and was constructed in 2002 from Spector.

Summing theoretical coverage in the research of job satisfaction specify two aspects: on the one hand, the authors determine factors that cause and on the other hand, examined the consequences of which (dis) satisfaction of the work has on other attitudes, mental and physical health, productivity and so on.

First investigations of the factors that cause job satisfaction understood only one factor, but later confirmed a fact that the many factors affect job satisfaction. They operate interactively and change depending on the individual work situation, the characteristics of the organization and superiors alike.

Factors associated with job satisfaction can be divided into three groups, as Porter and Miles (1974; by Jaman 1985) did:

- individual characteristics that include interests, attitudes and needs,
- characteristics of the job such as autonomy, complexity of tasks, feedback on performance,
- characteristics of the work situation which most important are the immediate operating environment (position and management) and organizational activities (the practice of rewarding and organizational culture).

Researching in this area indicate that there are no consistent results for differences in job satisfaction among persons of different sex. Some studies indicate greater job satisfaction for women, and others that apply strict control of relevant factors where differences are not confirmed.

Also there are no unambiguous results in the examination of the relationship between age and job satisfaction, then work experience and job satisfaction. Šari (1982) in their research showed that employees with less work experience are more satisfied. However, other studies have given a completely opposite result. Hoppock (1935) in one of the few studies to conclude that job satisfaction grew over time (according to Davies and Shackleton, 1975).

As regards education, the results are unambiguous. Generally, it can be concluded that those who have higher education and working where they can use their knowledge and expertise are more satisfied with their work. These findings confirmed Šarić in these surveys.

Significant differences in job satisfaction occur depending on the type of work. Key points are thus: the content of the work, the degree of autonomy, accountability and diversity of tasks.

Implicitly the existence between job satisfaction and certain organizational outcomes such as absenteeism, fluctuation and productivity. With that is in the measure numerous dedicated research, but do not give unambiguous results.

Job satisfaction is only related with absenteeism. It's just one of the factors which in combination with other factors (health, work ethic, socioeconomic pressures, standard of living, etc.) contribute to making the decision to seek leave.

The relationship between job satisfaction and fluctuation, in most studies was not strong, but the results consistently show that on the basis of job satisfaction we can not predict leaving the organization. One of the many reasons that tie between these two factors is that leaving the labor organization affiliated with the opportunities to find other work. Even though a person is very dissatisfied with the current work, unlikely to leave work, if there is an attractive alternative.

### **How many people are satisfied with their work?**

Are most of the people satisfied with their work? One independent study, conducted among workers in the U.S. over the last 40 years in general indicates that most workers are satisfied with their work. These results are other developed countries. For example, studies conducted in Canada, Mexico and Europe indicate more positive than negative results.

Despite the general positive results, new trends are not encouraging. Evidence suggests a notice able decline in job satisfaction in the early 1990's. Conference Board study observed that 58.6% of Americans were satisfied with their work in 1995.

By 2000 that percentage dropped to 50.7%.

What factors can explain the decline in job satisfaction? Experts believe it could be due to the attempts of employers to increase productivity with a greater burden on employees. Another factor that employees often say could be the feeling that they have less control over their work. But if job satisfaction increases with income, whether can money buy happiness? Necessary, it is possible higher salary to become a greater job satisfaction, an alternative explanation is that higher salary a reflection of other types of work. Things to pay more usually require better skills of tasks are given more responsibilities, allowing employees more control.

### **The impact of job satisfaction on the performance of employees.**

The interest of managers, satisfaction with the work usually centers on its impact on the results of the work of employees. There are a number of studies that are designed to be able to assess the impact of job satisfaction on productivity, absence and termination of employees.

*Satisfaction and productivity.* When you consider the data and work satisfaction score for the organization as a whole, rather than the individual level, you will see that organizations with satisfied employees are usually more effective than organizations with less satisfied employees.

*Pleasure and absences.* There is a negative correlation between job satisfaction and absences, but this correlation is moderate. It is obvious that disgruntled people will often lack from work. Organizations that offer liberal benefits for absence due to illness encourage their employees - including those who are very happy – to take some time off. Assuming, you have several different interests, work can give you pleasure, but you can leave from work to enjoy a three day weekend if such days come free without punishment.

*Satisfaction with work and cancellations.* Also job satisfaction is negatively correlated with renounced, but the correlation is stronger than absences. Impacts on the labor market, expectations for alternative opportunities for work and length of service in the organization are significant limitations to the right decision to leave one job. The organization usually tries to keep superior employees.

They receive higher salary, award and so on. There are even finer pressures to encourage them to give cancellation. Thus one can expect that job satisfaction is more important impact on the poor workers to stay at work than superior workers. Regardless of the level of discontent, these last would probably remain in the organization since the awards, salary and other awards to give more reasons for staying in the organization.

### **Expression of discontent?**

Employee dissatisfaction can be expressed in many ways. Before you give fired workers can not complain, be disobedient, to take ownership of the organization or to refuse part of their job responsibilities.

There are 4 types of expression of dissatisfaction which differ on two dimensions: constructive / destructive and active / passive. They are defined as follows:

- *Departure:* dissatisfaction expressed through behavior directed toward leaving the organization, including application of new jobs and giving the cancellation.
- *Right:* dissatisfaction expressed by actively and constructively to improve the impact, including suggestions for improvement, resolving problems with superiors and some forms of trade union activities.
- *Attachment:* Dissatisfaction is expressed through passive but optimistic waiting to improve conditions in the organization, resistance to external criticism and administering the organization and its management to "do the right thing".
- *Uncare:* Dissatisfaction is expressed through passive granting conditions of work to get worse, including many absent or delays, reduced investment of labor and increasing errors. Departure and negligence are included in the results of the work - productivity, absences and cancellations. However, this model expands the response of employees so that includes voice and devotion - constructive behavior that allows employees to tolerate unpleasant circumstances.

## CONCLUSION

To avoid the negative consequences caused by the dissatisfaction of employees in the workplace, businesses should take appropriate measures in particular as regards: a review of the system of payment which is a strong factor for the employees to perform a given task, management style, the properties of managers, particularly their communication skills and initiative, the implementation of appropriate training and employee development; adaptation of enterprises to ordinary family priorities and employee relations practice of family-friendly system, reducing the level of workplace stress and changes in organizational climate and culture.

The science of human resources management which finds its practical application in firms from the developed world is facts that indicate that the analyzed material conclusions can greatly contribute to increasing productivity in enterprises, and thus in the states as a whole, which certainly should be into account and be used in the following period.

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