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Под общей редакцией
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Transofirmation changes in the concept of job satisfaction

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Introduction

Many workers are struggling to find good companies with high payrolls, good promotions, and with the minimum rights of private life, family life, healthcare, safety, retirement, dignity, fairness, respect, freedom and equality. And many of these companies cannot afford to attract and keep workers by increasing pay alone and providing some rights. The ease with which workers can change jobs and companies today has contributed to reduced employee loyalty towards organizations. Most people need to work today to earn a living, but while this necessity may be the main reason, it does not follow that money is always the main motivating factor when deciding to work for one organization over another. Companies need also to develop their work environments, management and worker behavior and style to be able to motivate employees in different ways to meet their business objectives and outcomes and to face the unexpected economy crises and urgent cases such as fuel oil price decrease which might affect the state monetary policy, the outside economy booming which might reduce the local industry and trading benefits, and the state monetary crises as in Greece and Lebanon where they default the debt and many companies closed, workers are getting fired, wages has been reduced, uncontrollable prices increase and the currency decrease, and lastly the corona virus epidemic which paralyzed the whole world causing companies losing billions of dollars.

For this reason companies should have contingency plans and a well-motivated staff to avoid these economy shocks. When employees are not sufficiently motivated, they underperform, miss work, and either quit or get let go from their jobs. This drives the criticality for companies to understand what motivates employees to stay at a job. This paper researches the many ways that employers can motivate employees to stay at their companies, without raising compensation, by focusing on what employees value and different techniques to engage employees in these values.

Workers are looking to improve their lives, and they are willing to move around to achieve satisfaction. This leads to companies having a hard time retaining employees. There will always be another company willing to pay employees more than they are currently making, so just raising wages is not enough to stave off turnover. The focus will be on how employers creating an environment where the employee feels valued could make the difference in whether an employee stays at that job. Creating a desirable work environment, training managers and supervisors how to motivate in different ways will be very important to the future of companies. Exploring different factors of motivation other than compensation as giving workers the opportunity for career advancement, let them comfortable and welcomed in their jobs, let them feel that the employer is committed to their career and helpful, create a pleasant working environment, give positive feedback to a poor performance, rely on them for hard tasks and respect the Work-life balance; can lead to an understanding of how to retain employees by developing programs to meet the desires which motivate the employees intrinsically [1].

Maslow's Hierarchy of Needs

As Maslow (1968) proposed that there are five different levels of needs to which people seek satisfaction. The first or lowest level is physiological needs which include food, water, shelter and clothing are fulfilled a person doesn't have any other needs. When people don't feel hunger, thirst or cold, their needs go to a second level. The second lowest level is security needs where people need to feel secured and protected against violence. The need for safety is manifested with job security, savings, insurances of health, mental health, old age and disability. Love and belonging needs are the third level of Maslow's hierarchy. After feeling secure, people need to feel that they receive and give love, they are appreciated, and they have good friendships. The fourth level is esteem needs where people want to evaluate themselves highly and based on their achievement receive appreciation and respect from other people. Lack of these needs may cause inferiority, helplessness and weakness. The highest level of Maslow's hierarchy of needs is self-actualization. The development of this need is based on the satisfaction at the other four lower levels. It refers to the need of self-fulfillment and to the tendency to become actualized in what a person has potential (Haque, 2014). The core of this theory lies in the fact that when one need is fulfilled, its strength diminishes and the strength of the next level increases. Maslow does note that one level of needs doesn't have to be totally fulfilled before a person moves to the next level.

Herzberg's Two-Factor Theory of Motivation

Herzberg (1966) theorized achievement of optimal performance required satisfaction of hygiene and motivation factors. Hygiene factors involved the necessary conditions to meet functional requirements. In a work context, these factors would include working conditions, relationships with coworkers, wages, and supervisor quality. According to Herzberg, if these fundamental hygiene needs were deficient, the manager's responsibility was to improve these factors. Once management addressed and met the employees' hygiene factors, managers could enact a second set of factors related to motivation, which would move employees toward satisfaction.

The focus of Herzberg's theory was on achieving satisfaction. Herzberg asserted that when hygiene and motivation factors improved, only then could satisfaction be achieved. Like Maslow's theory, Herzberg's two-factor theory posited people would move toward goals if their basic needs were met; failure to attain satisfaction of these needs led an inability to achieve optimal motivation. Achieving desired performance was related to the environment a person operated in, and often changes to the environment were necessary to achieve job satisfaction.

Development of self-determination theory. Maslow and Herzberg's theories are similar to self-determination theory because the theories rely on the realization of primary needs to move to a more productive state. In Maslow's theory, the needs for satisfaction were focused on the physiological and psychological, while for Herzberg, hygiene and motivation factors were the focus. The focus of self-determination theory is on three different needs combining to determine a person's level of motivation: feelings of autonomy, feelings of competency, and feelings of relatedness. Many theories regarding motivation focus on the achievement and pursuit of goals.

Job Satisfaction Development

Changes in technology continue to affect work-related well-being [2]. While some changes are positive, leading to the automation of routine activities, opportunities to work from home and greater access to information, others present challenges to employee well-being. Information technology can increase demand and create work overload, lead to work home interference, affect the quality of recovery time , enhance the opportunities for surveillance with its implications for loss of control and increased stress and contribute to skill obsolescence and associated job insecurity. While research has demonstrated the benefits for well-being of redesigning jobs to provide greater autonomy, Felstead find that in the UK, average levels of autonomy have declined while work demands have increased, notably in low-skill jobs.

Following the 2008 financial crisis, pressure at work has been increased by the challenge of discontinued productivity in most advanced economies. Analyzing the UK productivity challenge, Bryson and Forth found widespread increases in workload alongside fixed wages. This has reduced fairness and threatened well-being but failed to improve productivity.

Reduced fairness can be linked to growing inequality in society, particularly affected by pay, while Wilkinson and Pickett claim that countries with less dispersion of wealth show higher well-being among their populations. Evidence about growing income inequality is shocking. For example, Organization for Economic Co-operation and Development (OECD) figures reveal that in the USA, between 1979 and 2013, real wages increased by 135 percent for the top 1 per cent of the working population but by only 15 per cent for the bottom 90 per cent of workers. While little is carried out to address wage inequalities, increasing numbers of 'working poor' reflect the challenge to well-being.

The growth in employment flexibility, like technology, can be a mixed blessing. Shaped by employees, this can improve work-life balance, and Aronsson and Göransson point to the benefits of being employed on the contract of choice. However, an increasing proportion of the workforce does not have this choice. Research on job insecurity convincingly demonstrates its negative impact on well-being. Well-being may also be affected by lack of optimism about the future.

Job Satisfaction Nowadays

Google (Best Company to work for in 2011) has people whose sole job is to keep employees happy and maintain productivity. It may sound too controlling to some, but it is how this world-changing organization operates. People operations are where science and human resources intersect. And it's what keeps Google a top performing company.

It's the "people" that make Google what they are today. When you get interviewed at Google, Google says the answer isn't as important as your thought process and how you think under pressure. The worst possible answer would be a non-answer. Quickly saying "I don't know" won't get you a job at Google.

These interview questions are one method Google uses to filter and find the smartest, most thoughtful candidates. If you want to run an extraordinary company, you need to hire extraordinary people. And to do that, you need to be very good at hiring and firing. With any business, it all starts with people. And if you want to run great business, you need great people. One way to get them there and keep them is by making their work fun. As Mark Twain said: "Work and play are words used to describe the same thing under differing conditions."

Part of how it attracts, retains, and keeps employees happy is by having a great culture with awesome perks: free breakfast, lunch, and dinner, the organic food is chef-prepared, free health and dental, free haircuts, free dry cleaning, subsidized massages, gyms and swimming pools, Hybrid car subsidies, nap pods, video games, foosball, ping pong, on-site physicians, death benefits. Obviously, all these perks come at a cost for Google. But so does employee dissatisfaction and high turnover. They've lost hundreds of employees to Facebook and many others who have started VC firms or started their own startups. It's one of the consequences of hiring smart, talented, and ambitious people but still the best places to work. They're always testing to find ways to optimize their people, both in terms of happiness and performance:

a. Lunch Lines: according to Google it's about three to four minutes, any longer and they may waste time, any shorter and they don't get to meet new people

b. Lunch Tables: If you want employees to meet each other, make the tables long.

c. Paid Time Off for New Mothers: new mothers could get 5 months paid time off with full pay and benefits. The result after the change in policy? A 50% reduction in attrition for new mothers.

d. A warm greeting for new employees: A warm greeting and words for a new employee turns out to have a big impact, manager greeting a new employee with 'Hi nice to meet you, you're on my team, we're going be working together' and doing "a few other things" leads to a 15% increase in productivity over the following nine months.

e. Diner Booths vs. Conference Rooms: Google have found that diner booths work better than conference rooms for facilitating creativity. When thinking our facilities around the world we're really looking for little opportunities for engineers or for creative people to come together.

f. Managers Do Make a Difference: Should provide constructive feedback, present solutions to problems, empower and help the team, express interest in personnel Well-Being and outsides lives, be productive and help team prioritize the work, be a good communicator, develop employee career, have key technical skills to help advise the team, have a clear vision and strategy for the team [3].

The Ideal Workplace

In his recently published book, "A Place to be Happy: Linking Architecture & Positive Psychology," architect Charles First proposes that the ideal workplace be designed to address the needs and values of the company, but also for the empowerment and well-being of the individual employees. Positive psychology, he believes, presents opportunities for a shift in how office design and architecture are approached – an approach borne out by the results of numerous evidenced-based studies showing what factors enhance employee well-being. A workplace can contribute to employees' identifying with a sense of purpose, having fun and, above all, feeling respected, First said.

"Putting in mahogany wood, high-quality fixtures, using granite in coffee areas - it's been equated to materials," First said [4]. Positive psychology shifts the focus from the materials to the people. "Materials are still the vocabulary of designers, but how they use it would be different" said First [4].

There are four primary settings where these factors of positive psychology come into play: 1.The relationships of the individual employee with their peers, 2.With their team/department, 3.With their immediate supervisor, and 4.With the enterprise as a whole. The WELL Building movement, meanwhile, emphasizes the physical (and somewhat mental) well-being of the employees, like exposure to sunlight, clean and filtered air, and movement. Positive psychology takes design even further, addressing deeper needs and values.

The most critical element: respect, which First defines as the individual feeling valued. "Many of the surveys that have been done show that money, above a certain point, is not as important as being respected," First said [4].

Buildings featuring green spaces on the rooftop or in the lobby, plants that affix to the side of a cubicle – to introduce nature and beauty into each individual's workspace; adopting these features of positive psychology won't guarantee the success of the company, the company can still make poor decisions or investments, but it can help optimize what the company is doing and the effectiveness, and well-being, of the workers who are there. "Many designers and developers are looking for a silver bullet but more enlightened CEOs know it's a process," First said [4].

Conclusion

Economy is not only money- It is the respect, the culture, the People, the self-esteem, the healthcare, the mental care, the physical care, the fairness, the sanitation, the well-being, the development, the innovation, the communication, finding solutions, being helpful, setting strategies, setting goals, having fun, being happy, being smart- It is the united world, the history and the future.

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