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## **SATISFACTION AND LABOR MOBILITY: ASSESSMENTS OF STAFF OF STATE AND PRIVATE MEDICAL INSTITUTIONS**

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**Abstract:** The issues of the quality of the working life of employees are gaining currency nowadays. This balances the professional and personal interests of staff while increasing the efficiency of the organization itself. The hypothesis put forward in this study is that a high level of job satisfaction results in a high professional self-esteem of workers and a demand in the labor market. We have tried to test a set of methodological solutions for building classification groups of workers according to the following criteria: the level of job satisfaction and a subjective assessment of the demand in the labor market. Based on the combination of their values, an analysis of typological groups was carried out according to the following parameters: the level of wages, professional self-esteem, the level of trust in management and colleagues, the level of anxiety about possible job loss, confidence in being in demand in the labor market, etc. The results obtained confirm the author's hypothesis that that staff in private health care facilities have a generally higher level of job satisfaction. At the same time, they trust less their colleagues and management, have a higher salary than in a state medical institution, highly value themselves, from a professional point of view, and their own demand in the labor market.

**Keywords:** Job satisfaction, mobility in the labor market, medical staff, demand in the labor market, labor mobility.

## INTRODUCTION

Initially, research on job satisfaction and organizational behavior of personnel was carried out in industrial sociology and psychology (5; 1). The widely known concept of two-factor job satisfaction by F. Herzberg distinguishes two groups in all the variety of factors affecting job satisfaction (5). The first - motivators, lead to an increase in job satisfaction, but in their absence, dissatisfaction is not necessary. These include factors such as internal interest in work, promotion, responsibility and achievement, recognition. The second group - hygienic, is represented by factors, with the deficiency of which there is dissatisfaction with work, but their optimal state is not able to increase satisfaction - wages and working conditions, interpersonal relationships, employment, safety.

Later, economists included the category of job satisfaction in their analysis (2; 4; 6). They proved that job satisfaction is a good indicator of objective and subjective characteristics of work, the choice of effective forms of staff motivation. It can be used to make reliable predictions about layoffs, etc. Locke E. defines professional satisfaction as emotional satisfaction at work. This means that employees enjoy both the process of work and the evaluation of its results.

Sharing a similar view, Scott W.S., Rowland R., Sobel R. St. consider satisfaction with work in its multidimensional manifestation, determined by internal satisfaction - actually the work performed and external - satisfaction with wages and career growth (8; 9; 10). At the same time, the social aspect of the problem is considered, expressed in satisfaction with the management and the work collective. In their opinion, job satisfaction acts as an estimated generalized representation of the employee not only about the results of his work, but also about the process of labor activity, the degree of involvement and working conditions. According to M. Ellickson and K. Logsdon, employee satisfaction is influenced by two groups of factors, represented by 14 independent variables.

Demographic - reflects the personal characteristics of the employee and, in general, the work collective. These include gender, age, job level, etc. (3). The environmental factor includes categories such as wages, career opportunities, resources for work, a safe work environment, provision of adequate workspace, approaches to assessing performance, fringe benefits, relationship with the manager, equal distribution of workload. Based on the results of empirical analysis, M. Ellickson concludes that gender and age have a weak effect on employee satisfaction, while environmental factors, on the contrary, have a significant impact on the analyzed indicator.

At present, researchers are actively investigating potential stability of personnel (desire to change jobs), personnel mobility in the framework of the development of the concept of the quality of working life (11; 13). The latter implies organizational capabilities to balance the interests of the employee, aimed at professional and job growth, with an increase in the efficiency of the organization itself. Taraban O.V. showed that workers with high professional self-esteem, inclined to greater labor mobility, have a higher level of job satisfaction in general, as well as in relation to practically all other parameters of working life.

A unique study of the comparative relationship between self-assessment of the demand for employees and their satisfaction with work in private and public organizations was undertaken by a group of Taiwanese scientists (12). Based on a

survey of staff and further econometric analysis, it was concluded that there are significant differences in staff turnover and job satisfaction in the public and private sectors. For example, personnel employed in government organizations have a lower degree of job satisfaction and demonstrate lower staff turnover than their counterparts in the private sector. The latter is characterized by greater labor mobility resulting from self-assessment of the demand in the labor market, and higher labor satisfaction characteristics.

This study, in our opinion, demonstrates a purely paradoxical situation. A low level of job satisfaction restrains the need for self-realization of the employee, but is not accompanied by his willingness to change jobs, looking for a new job or leaving the profession. Instead of active participation and innovation, the employee of the organization becomes a passive contemplator of the work process.

## RESEARCH METHODOLOGY

Classification features that have a good differentiating power for assessing personnel are the level of satisfaction and the employee's subjective perception of their relevance in the labor market. Accordingly, the typological groups of workers identified using these two features will differ significantly in terms of wages, professional self-esteem, assessment of the level of trust in management and colleagues, the level of anxiety about possible job loss, confidence in being in demand in the labor market, etc.

We believe that employees of private medical institutions have a higher level of job satisfaction, trust their colleagues and management more, have a higher salary than in a public medical institution, highly value themselves, from a professional point of view, and their own relevance in the labor market. The main way to test the formulated hypothesis is to compare the selected typological groups according to the characteristics indicated above (checking statistically significant differences between groups using one-way analysis of variance, comparing the mean).

As an empirical basis for the study, we used representative data from the 26th wave of the RLMS HSE (2017) (7). The object of the study is the respondents employed in the health sector (368 people). Among the respondents, there are two categories of workers: 1) employees of state medical institutions (293 people); 2) employees of private medical institutions (63 people).

## RESULTS AND DISCUSSION

We selected indicators from the RLMS database to identify the level of satisfaction of health care workers with various aspects of work (Table 1).

**Table 1.** Level of satisfaction of health care personnel, number of people (% by column)

No.	All aspects of work	all, n=368	employees of public medical institutions, n=293	employees of private medical institutions, n=63
1	Job satisfaction in general (completely satisfied, rather satisfied (vj1.1.1 <sup>1</sup> ))	246 (66.9)	190 (64.8)	49 (77.8)
2	Satisfaction with working conditions (completely satisfied, rather satisfied (vj1.1.2))	247 (67.1)	185 (63.1)	54 (85.7)
3	Satisfaction with salary (completely satisfied, rather satisfied (vj1.1.3))	112 (30.4)	79 (26.9)	30 (47.6)
4	Satisfaction with professional growth opportunities (fully satisfied, rather satisfied (vj1.1.4))	169 (45.9)	130 (44.4)	34 (53.9)

Since the conditions of work in public and private health institutions differ, it seems appropriate to assess satisfaction in the context of these types of organizations. Considering that one employee can simultaneously have several signs of satisfaction in various combinations, it seems appropriate to assess the level of job satisfaction through the number of signs of dissatisfaction (Table 2).

**Table 2.** The level of dissatisfaction with work<sup>2</sup>

Number of signs of dissatisfaction	Public health workers		Private health workers		All		Dissatisfaction level
	persons	%	persons	%	persons	%	
0	60	22.9	25	42.4	88	26.5	no dissatisfaction
1	59	22.5	12	20.3	73	21.9	low
2	56	21.4	7	11.9	65	19.6	moderate
3	29	11.1	9	15.3	38	11.5	high
4	58	22.1	6	10.1	68	20.5	
Total	262	100	59	100	332	100	

The overwhelming majority of employees of both state (45.4%) and private health institutions (48.4%) are more or less satisfied with their work. Among the public health workers, the maximum number of signs of dissatisfaction (four) is observed in 22.1% of employees, in private medical institutions - 20.5%. The spread in estimates depending on the form of ownership of the organization in which they are employed is insignificant.

The next classification feature is the subjective perception of the demand for

<sup>1</sup> Hereinafter, the codes of the questionnaire are given.

<sup>2</sup> The discrepancies in the data on the number of employees are explained by the exclusion of the questionnaires with at least one of the questions on the assessment of the level of satisfaction found difficult to answer.

workers in the labor market. Here it seems possible to use the question of willingness or unwillingness to find a new job. Of course, this indicator has its drawbacks. Expressing intentions to change jobs can be associated with various reasons, including those not related to the subjective assessment of the demand in the labor market. Those whose uncertainty is associated not only with their own ideas about the possibility of finding a job quickly, but also with other aspects of work and life circumstances, fall into the category of those who are not confident.

Based on the combination of the meaning of the two classification features (the level of job satisfaction and the desire to change jobs (question vj81)), four typological groups of workers can be distinguished (Table 3). These groups are represented to varying degrees among private and public health workers (Table 3).

**Table 3.** The quantitative composition of typological groups of workers, number of people (% by line)

	I "certainly satisfied"	II "uncertainly satisfied"	III "certainly dissatisfied"	IV "uncertainly dissatisfied"
Public health workers	110 (41.9)	6 (2.3)	113 (43.1)	29 (11.1)
Private health workers	37 (62.7)	0 (0)	17 (28.8)	4 (6.8)

None of 8 groups has uncertainly satisfied employees of private medical institutions, the number of uncertainly unsatisfied people is minimal (4 people, or 6.8%). Among the employees of state medical institutions, the most numerous were two groups: certainly satisfied (41.9%) and certainly dissatisfied (43.1%). A similar situation is in private medicine, but with more certainly satisfied people - 62.7%, and fewer certainly dissatisfied ones - 28.8%.

Thus, the data obtained confirm the hypothesis of a higher level of satisfaction and a low desire to change jobs among employees of private medical institutions in comparison with public ones. In terms of wages, one of the main criteria for assessing the benefits and losses of employment in the private or public health care system, workers in private medical institutions are on average in a better position than personnel in public medical organizations. This applies to all typological groups of workers. It is interesting that the "certainly unsatisfied" at the same time have a relatively higher salary (29,937.50 rubles).

**Table 4.** Salary\*, mean / standard deviation

	I	II	III	IV
Public health workers	20,917.94 / 15,874.79	22,800 / 15,638.41	18,362.84 / 11,236.71	15,674.07 / 11,068.09
Private health workers	25,744.12 / 11,348.83	-	29,937.50 / 21,184.02	16,750 / 5,678.91

Note: \* Your net earnings from your main job in the last 30 days?

The assessment of the personal professionalism of employees of public institutions is on average higher for "satisfied confident" and "dissatisfied confident" and

the lowest among “dissatisfied uncertain” (Table 5). Again, there is a significant differentiation within the groups of employees of public and private medical institutions.

**Table 5. Self-assessment of professional skills, mean**

	Self-assessment of professional skills (0 - min., 0 - max.)			
	I	II	III	IV
Public health workers	6.97	6.67	6.99	6.24
Private health workers	6.76	-	6.06	7.00

Table 6 shows a relationship between satisfaction and the level of trust in the management of the organization. Satisfied confident employees demonstrate a high level of trust in management. A similar relationship can be traced in relations with colleagues: the higher the degree of satisfaction, the higher the level of trust in colleagues (Table 7). Private healthcare workers have less confidence in management and colleagues.

**Table 6. Assessment of the level of trust in the company management**

	Assessment of the level of trust (0 - min., 5 - max.)			
	I	II	III	IV
Public health workers	1.99	1.67	2.46	2.89
Private health workers	1.81	-	2.29	3.0

**Table 7. Assessment of the level of trust in colleagues**

	Assessment of the level of trust (0 - min., 5 - max.)			
	I	II	III	IV
Public health workers	1.81	1.50	2.11	2.38
Private health workers	1.68	-	2.00	2.50

Common indicators of market demand are questions about the degree of anxiety about the possible loss of a job, about the confidence in the ability to quickly find a job in the event of a forced dismissal (layoff). Comparison of attitudes of different categories of workers shows that, in general, workers in private medical institutions demonstrate less fear of losing their jobs, more confidence in the possibility of finding a new one.

**Table 8. Assessment of the level of concern about possible job loss**

	Assessment of the level of concern (0 - min., 5 - max.)				
	I	II	III	IV	General
Public health workers	2.39	2.33	2.36	2.59	2.40
Private health workers	2.32	-	2.12	2.50	2.21

Next, we will assess the differences in the self-assessment of the demand for workers in the labor market in general and in the context of four typological groups (Table 9). Satisfied, confident employees of public health organizations are not confident enough that they can find a job no worse than their current one.

**Table 9. Assessment of the level of confidence in demand in the labor market**

	Assessment of the demand in the labor market (1 - absolutely confident, 5 - absolutely unconfident)				
	I	II	III	IV	General
Public health workers	3.40	2.67	3.40	3.32	3.24
Private health workers	3.22	-	3.41	3.25	3.39



The high level of employee dissatisfaction also influences salary expectations of employees. The amount of wages for which workers in both spheres would agree to work in a new job is lower for representatives of group IV compared to group II and III. Unfortunately, there are no data on the assessments of workers belonging to groups I and II.

**Table 10. Estimation of salaries appropriate at a new job**

	Reserve salaries in the labor market			
	I	II	III	IV
Public health workers	**	40,833.33	**	34,642.85
Private health workers	**	-	30,342.00	28,250

\*\* No valid observations in the representative sample of the 26th RLMS wave.

## SUMMARY

Private health workers have a generally higher level of job satisfaction. They trust their colleagues and management less, have a higher salary than in a state medical institution, highly value themselves, from a professional point of view, and their own demand in the labor market.

## CONCLUSIONS

Comparison of four typological groups of workers shows that the combination of the level of job satisfaction and the desire to change jobs differentiates workers of both public and private medical institutions in terms of salaries, professional self-esteem, assessment of the level of trust in management and colleagues, and the level of anxiety about possible loss of work, confidence in being in demand in the labor market.

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