

QUALITY MANAGEMENT OF THE HUMAN RESOURCE - A FACTOR FOR THE ORGANIZATIONAL PERFORMANCE

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ABSTRACT: How important are human resources issues in creating quality-oriented organizations? This paper presents a review of the literature concerning the satisfaction of the human factor in organizations and its relationship with the organizational performance. An exploratory study conducted in the Sibiu Region shows high levels of stress and among employees and correlates it with alarming fluctuations of human resources within organizations.

KEY WORDS: job satisfaction, work motivation, quality management, human resource.

1. INTRODUCTION

The increasing importance given to human resources in recent years has determined the development of conceptual and empirical research, the basis of the scientific foundation for human resources management [1]

There are many employers worldwide who attach great importance to the employees, precisely because they have realized that this can only bring benefits to the organization [2]. At first, the fear of investing too much may appear, but the results are good.

But do these activities improve the profitability of companies?

A team at Warwick University tried to answer this question and conducted a research [3] on the impact of employee happiness on the employer's social line. The answer is yes because there are companies like Google that attach great importance to employee support, and as a result, satisfaction has increased by 37%, and the higher level of employee happiness is associated with a 12% increase in productivity.

When the company does not put too much effort into trying to make their employees feel better at work, they start looking for other

opportunities. This is how staff turnover develops [4]. This is, in fact, one of the most expensive issues for employers. When an employee resigns, several malfunctions appear. If one person leaves, the other colleagues must take on the tasks and even if the company quickly finds a replacement, it takes time for them to learn, and all the other colleagues fall hard, whether they have extra tasks or just have to check what the new revenue worked for [5].

All these issues can also be expressed as costs. Thus, there are costs with the recruitment and training of the new staff, as well as losses related to the accommodation period. In case of leaving an important person in the organization, with a management position, it can lead to the loss of important clients or even to temporarily block the activity.

2. THE HUMAN FACTOR WITHIN ORGANIZATIONS

The managerial specialty literature talks about the importance of motivational strategies [6], about the methods that help increase employee satisfaction and achieve higher

organizational performance due to the motivation at work. Lévy - Leboyer believes that motivation is a decisive element for the survival of enterprises and for maintaining competitiveness [7].

"The success of the work activity is achieved only in or under the conditions in which the endowment and the training of the individual are accompanied and sustained by an internal dynamic, directional and energizing state that allows the individual to focus on achieving the proposed objectives"[8]. Therefore, regardless of the skills, knowledge, abilities that an employee has and can still improve, if he does not feel motivated at work, he may have poor performance.

The term motivation comes from the Latin "movere", which means movement. Nicolescu and Verboncu define motivation as, in a broad sense, "a set of decisions and actions by which the stakeholders of the organization are determined to contribute directly and indirectly to the achievement of superior functionalities and performances, based on the correlation of their interests in approaching and meeting the objectives. organization and its subsystems"[9].

Directly related to the motivation of the organizational behavior and performance appeared the concept of job satisfaction. Although there have been numerous studies on this topic, due to the complexity of the notion of job satisfaction, there is still no unanimously accepted definition.

Job satisfaction shows not only the well-being of the employees and their mental health, but also of the desired results of the organization such as increasing productivity, reducing fluctuations, the intention to stay as long as possible in the organization, continuous improvement of professional knowledge [10].

An effective Eurostat study shows that Romanians spend more hours in the office than other Europeans, but productivity is 30% lower. 40% of the respondents spend over 45 hours a week at work, reaching up to 55 or 65 hours. According to other studies, it is noted that the people in the middle and top management suffer from occupational stress in the port of 99.9%, 2-3 years after they have gone into office, reaching at least one episode of burnout in maximum 5 years [11]

3. RESEARCH METHODOLOGY

3.1. Purpose of the research

There are numerous factors that influence employee satisfaction in the workplace, such as: organizational climate factors (how to define tasks and objectives at personal and organizational level, how to organize work, quality of employee relations, leadership style, overall performance), as well as the level of skills, abilities or remuneration.

This exploratory research aims to identify the level of satisfaction and motivation at the work place of the employees in Sibiu County, but also the causes that determine a low level, if it exists.

3.2. Research hypotheses

This research is based on research hypotheses that relate to the relationship between employees and their satisfaction.

The involvement of the organization in motivating the employer is very important. Moynihan and Pandey in their work [12] consider that employee satisfaction in the workplace is greatly influenced by the benefits offered by the employer, for example, the organization's reward system, degree of formalization and so on. Satisfaction with the workplace can be considered as the employee's reaction to what he receives in exchange for the services provided.

Gagne and Deci in their work explain that motivation does not come by itself, but requires its activation through rewards of a tangible or verbal nature [13]. The more benefits the employee enjoys, the more satisfied he / she is. The intention to change the workplace reflects, to a large extent, the employee's dissatisfaction. Any employer facing staff fluctuations should think of a way to improve the management of human resources, because there is certainly a problem in this regard.

In the paper "Does Public Service Motivation Really Make a Difference on the Job Satisfaction and Turnover Intentions of Public Employees?", Bright points out that when the environment in which the employee operates

is one that satisfies his needs, the intention to change the place of work is very small [14]. Another argument that comes to support these assumptions is Jaramillo, Mulki and Solomon in their paper that says an employee can be detained at a job if the satisfaction with that job is high. This diminishes his interest in seeking something new, something better [15].

Therefore, the hypotheses of this research are:

I1: Employees from Sibiu are considered dissatisfied at work.

I2: Dissatisfied employees are considering the option of looking for another job.

I3: High workload and stress are the main causes of human resource dissatisfaction.

I4: The employees in Sibiu are satisfied with the effort-remuneration report

3.3. Research instruments

The questionnaire used contains 11 questions that are structured as follows: the first 6 are related to the opinion and experience of each employee in the workplace, and the following are classification questions.

3.4. Research sample

As this research extends to the city of Sibiu, we used an online method of data collection, namely a questionnaire made in Google Docs. The target group is made up of employees from Sibiu, from different companies, having different studies and functions. 390

respondents (43% female and 57% male) responded to this questionnaire.

3.5. Research limitations

Some of the limitations of the research that can be mentioned are: online method of data collection that may affect respondents' involvement, as well as their sincerity; being an exploratory research, the small size of the sample is unrepresentative compared to that of the population that is indeterminate; data interpretation may be subjective.

4. RESEARCH RESULTS

43.1% of the surveyed persons have a seniority in the current place of work between 1 and 3 years. This may lead us to the fact that the employers in Sibiu may face a considerable fluctuation of personnel. Only 17.7% of the respondents have a stable job for over 5 years.

The first question aims to confirm or deny the hypothesis with the number 1, namely: "Employees from Sibiu are considered dissatisfied at work". Therefore, from the analysis of the data in figure 1, it appears that most of the employees consider themselves satisfied at a below average level, 4 being the most popular level. Only 5.4% are fully satisfied in the workplace. If we add the employees that fall between levels 1 and 5, it turns out a percentage of 59.3%, that is, just over half of the sample is considered dissatisfied with the job.

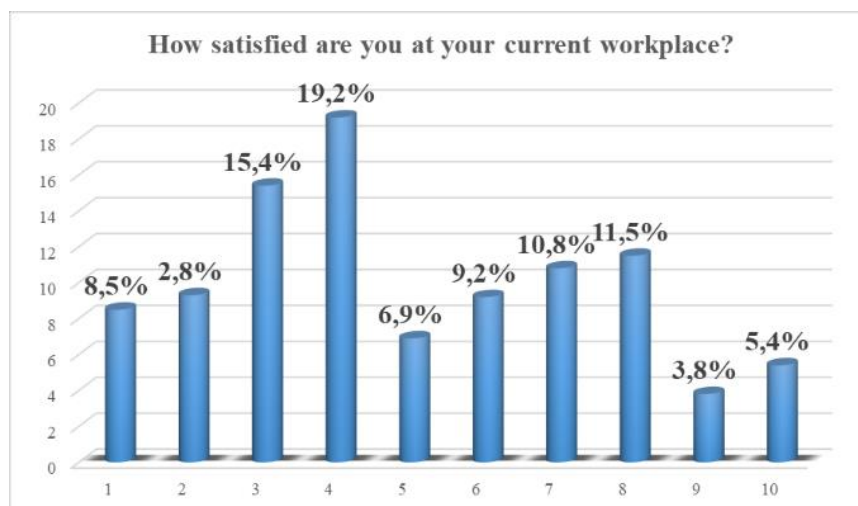


Figure 1. The level of satisfaction among employees in Sibiu

A large majority of the employees in Sibiu do not consider themselves satisfied at the workplace. Figure 2 shows that stress is the main cause of employee dissatisfaction, followed by high workload. This is why the third hypothesis is true.

The relationship with the superior as well as the lack of promotion to a better position should be considered and improved, because their percentages are also quite high. These can create significant difficulties in an organization.

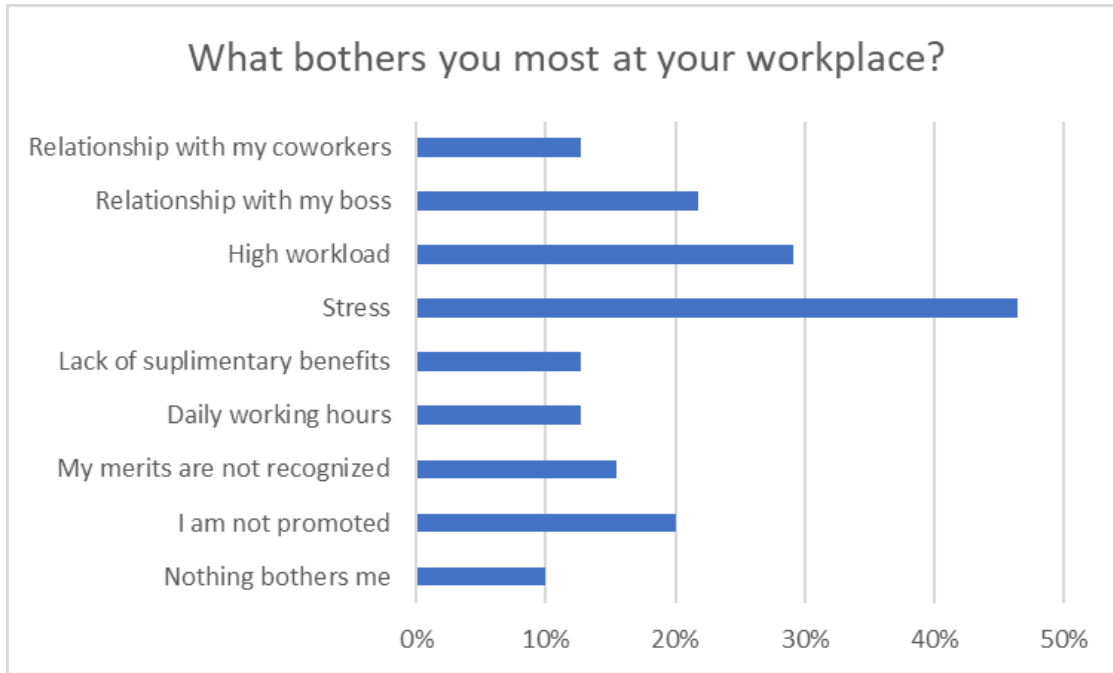


Figure 2. Causes of employee dissatisfaction

Among the benefits offered by the employer are most often the reductions in medical services and the flexible working hours, but the employees want more. Surprisingly, there are 28.8% of the

respondents who do not receive any additional benefit besides the salary. Some other responses are summarized in table 1

Table 1. Stress and job satisfaction

Question	Agree	Neutral	Disagree
I enjoy going to my workplace every day	23%	43%	34%
I am satisfied by my income	24.9%	32.8%	42.3%
I feel comfortable to discuss any problem with my boss	24.5%	45.3%	30.2%
I find my job very stressful	45.6%	30.8%	23.6%

The answers presented in table 1 show that the level of stress is rather high, and this is confirmed also by 46.2% of the respondents who consider changing their current job, while 40% think seriously about it. This is a big problem for the employers in Sibiu, because the large fluctuation of staff brings many disadvantages for a company [16]. The second hypothesis states that "dissatisfied employees are considering the option of

looking for another job." And the research results appear to be the same.

5. CONCLUSIONS

The first hypothesis is confirmed. More than half of the employees of Sibiu County are considered dissatisfied in the workplace. There are many causes that cause this

situation, but the most important ones are the stress and the high volume of work, as the hypothesis with number 3 states. In Sibiu there are employers who offer different benefits to its employees, among which the most popular are the reductions to medical services and a flexible working schedule. However, at the opposite pole are those employers who still do not offer other bonuses to employees besides salary. In this case, the minimum employee satisfaction is explained by the fact that there are many who do not go to work every day.

The second hypothesis proves to be true, the research results showing the same thing. 40% often think about looking for another job, which means that the satisfaction they have with the current one is low. The great desire of the employees to change their jobs shows that the employers in Sibiu can face a significant fluctuation of staff, which can only bring losses to the company, both in terms of performance and costs.

Stress is the main problem faced by the employees in Sibiu, and the second place is the high volume of work. If these difficulties persist in daily work, they may develop burnout syndrome, which only worsens the situation of both the employee and the company. However, professional exhaustion can be avoided if the main causes are detected early. The existence of a well-developed human resources management can help a lot in this regard.

The last hypothesis that turns out to be false, most of the respondents declaring that they are not happy with their actual income. Even though remuneration is no longer the most important component of employee satisfaction, it still has an important role and may be a good reason for changing jobs.

Real help could be provided to employees by the implementation of stress management programs. It would also be important for the society to know and recognize the existence of the burnout phenomenon.

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