

INDICATORS USED IN ANALYSING EMPLOYEES' BEHAVIOUR IN A COMPANY

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Abstract

The acquisition and maintenance of a competitive advantage in a market economy is supported primarily by the quality of human resources, staff's individual and collective skills and managing team's skills. The performance of the company, its capacity and power to cope with the changes and demands of the market and the competitive environment depend on providing with human material and financial resources as well as on how to combine and manage them. In analysing employees' behaviour in a company can be considered a series of circumstances and be used a multitude of factors, but from economic and financial point of view the following indicators can be used: working time, staff mobility and conflict in work relations.

The general theme which will represent the object of this research refers to the behavior of the personnel of a company regarding the perspective of the three indicators which will be presented and analysed in this article. The results of this research will confirm the hypothesis that the performance of a company and its capacity of coping with a competitive environment depends to the greatest extent of the way are managed and used the human, material and financial resources and will contribute at strengthening the conviction that the human resources remain always the first strategic resources of a company and unique in what regards their potential of increase, influence and development.

The purpose of this article is to highlight the fact that the attainment of an objective by a company depends on the one hand on the company management, its employees and partners, and on the other hand by external and internal circumstances. Through the interaction of the two components it could be seen the manifestation of employees' behaviour influenced mainly by the following factors: working hours, mobility and conflict.

Keywords: employees' behaviour, working hours, staff mobility, conflict

JEL Classification: D21 - Firm Behavior: Theory, L2 - Firm Objectives, Organization, and Behavior

1. The introduction and context of study

A company involves a group of individuals who interact with one another and who face different organizational phenomena. In this context, individual behaviour arises as a result of the interaction between the individual and various environmental factors that he encounters. The more diverse the individual's personality and more factors he interacts with are, the more various the employees' behaviours are. This statement shows the link between “personality” and “behaviour”: [5]

- personality determines the coherence of a person's behaviour in various situations;
- behaviour, at a certain time, is a unique combination of personality traits and environment requirements.

The current concerns in the area, regarding the behaviour of a firm's staff, are focused mainly on the analysis of the way of manifestation and its influence on the performance of a company. Also, these approaches focus on the analysis of the multitude of internal and external factors that determine an employee's behavior in the workplace, they, at a certain moment, are the product of the combination of the individual's personality traits and characteristics of the environment in which it operates.

The objectives of this article are at the basis of the realisation of this research and highlight the main problems approached during this article. These are:

- the synthetic presentation of the behavior of a company's personnel;
- the theoretical and methodological presentation of the indicators used in the analysis of personnel's behavior;
- the diagnosis of the personnel's mobility;
- the analysis of the degree of conflictuality which leads to the dissatisfaction of the professional interests;
- the presentation of the conclusions and discussions.

2. Materials and methods

In the justification of the theory of this article we start from the presentation of the definitions of the key elements of this research, definitions which have a role to indicate the precise meaning of the terms listed above. After the presentation of these definitions we have exhibited a number of issues which provide information about the behaviour of key elements of the study. In the economic theory and practice there is a wealth of possibilities to approach and analyse this theme, so my way of approach and analysis supplements and develops the present and previous studies that address this topic.

The methods used in reaching the objectives of this article are various. There have been used and combined different methods or research specific to the economic area as: the method of the unit between the analysis and synthesis, the deductive method, the historic method, the method of the unit of the cantitative and qualitative analysis.

In the first phase of realizing this article I have established the theme which followed to be presented and developed taking into consideration the importance of the subject and the bibliographic sources that we have. Also, I have used an analysis which combines the theoretical elements, but also the practical.

3. The theoretical and methodological fundamentation - the indicators used in analysing staff's behaviour in a company

The staff quality concerns the level of training, attitudes, values, beliefs, behaviours, etc. The staff is the only resource within a company that has the ability to enhance value with time passing, unlike all other resources that wear out if not physically, then moral. But for this substantial efforts are necessary sustained by entrepreneurs in order to train develop the company staff. Failing that it will inevitably reduce staff's value. In this context, the human factor is approached by modern companies as one of the most important investments, the human capital becoming a strategic resource. [10]

The diagnosis of human behavior relates the way of managing human resources, taking into account both the qualitative and quantitative aspects related to staff dynamic, the use of work time, staff stability, labor qualification, time-use analysis, analysis of staff mobility and conflict in labour relations. Further on, I will stop on three indicators which dominate staff's behavior in a company, namely: working hours, staff mobility and conflict in labour relations.

3.1. Working time

Working time is the time that the employee uses it for work tasks. Time management requires that, for each individual, to allocate sequences of time, rigorously calculated, for each activity to be carried out (planning/standardization), to make all possible efforts to respect them (organization) and to assess, on a regular basis, the obtained results (control). Use of working time is regarded quantitatively using time units (days, hours), and qualitatively saving the time spent to implement a product/service. [11]

Absenteeism (incomplete use of time) is a hidden cost that degrades performance at both micro (firm) as well as macroeconomic level with causes both justified and unjustified. Types of absenteeism: physically and mentally (temporary refusal to work, to get involved in the activities of the organization).

Absenteeism dresses up numerous forms: sickness, holidays vacations due to occupational diseases and accidents at work, maternity leave and leave for child care, education, days off for public holidays, delegations, approved personal absences and voluntary absences. [9]

Saving time can be accomplished in two ways:

- extensive, by reducing losses of time, in days or hours;
- intensive, by reducing the costs of labor per unit of product (labor productivity).

Analysis of the use of working time shall be carried out on the basis of the data from the balance of the working time use, balance that is made only for workers, at the level of the enterprise and includes data from the beginning of

the year. In the balance of using the working time there are the following indicators, expressed in man-days and man-hours: [12]

a) **calendar time** (T_c) determined as an average between the number of workers $\sum T_i$ and the the number of days of the period (month, quarter, half-year, year) (D_c):

$$T_c = D_c \cdot \sum T_i \quad (1)$$

b) **weekly time for resting, public holidays and other nonworking days** (T_l) which is calculated as a product between the number of workers ($\sum T_i$) and the number of holidays (Z_l):

$$T_l = Z_l \cdot \sum T_i \quad (2)$$

c) **leave** (T_{co}). The time for leaves is taken from the primary accounting documents.

d) **the maximum time available for work** (T_d) is calculated by subtracting from the calendar time the time for weekly rest days, public holidays and other holidays and nonworking days of rest:

$$T_d = T_c - (T_l + T_{co}) \quad (3)$$

e) **the actual time worked during normal program** reflects the time worked during a specific period of time. It is calculated as the difference between the maximum time available and the time not worked. The difference is made separately for the indicator expressed in man-days, respectively man-hours. In practice, the indicator is determined from the stock records of the enterprise, respectively the collective attendance sheet.

f) **non working time within normal working hours**. The Time not worked within the normal work is highlighted in the balance in whole days, which turns into hours by multiplying it with the average length of the work day. The nonworking time is determined as the difference between the maximum available time and the time worked.

$$T_{notworked} = T_d - T_{ef} \quad (4)$$

The normal duration of the work day (8 hours/day) is established by law, collective working agreements or judicial sentences and varies by economic branch, production sectors, categories of employees etc. The maximum level of this indicator, established by law, is 8 hours.

The average length of the work day highlights the average number of worked hours by a person in a day (\bar{d}_z) and is calculated as a ratio between the worked time expressed in man-hours (T_h) and the worked time in man-days (T_z):

$$\bar{d}_z = \frac{\sum T_{hi}}{\sum T_{zi}} = \text{hours / person - day} \quad (5)$$

The normal duration of working month is included in the analysis and is determined as the difference between the duration of the month and the number of days off and of public holidays.

The average amount of working month reflects the average number of days worked by an employee in a month (\bar{d}_l) and is determined as a ratio between the actual worked time in man-days and the average number of personnel:

$$\bar{d}_l = \frac{\sum T_z}{\sum T} = \text{days / person / month} \quad (6)$$

The normal duration of working month is obtained as the ratio between the maximum available time summed up with the time for holidays-rest (time expressed in man-days) and the average number of workers.

Table no. 1

Balance of the use of working time

Indicators	Man-days	Man-hours	Indicators	Man-days	Man-hours
1. Calendar time	$T \cdot D_c$	$T \cdot D_c \cdot d_{nl}$	5. Actual worked time	T_z	T_h
2. Weekly resting time, holidays and other nonworking days	$T \cdot Z_l$	$T \cdot Z_l \cdot d_{nl}$	6. Time not worked: -self-motivated: loss of whole days, loss of hours during the exchange -unmotivated: loss of whole days; loss of hours within the exchange.		
3. Leaves					
4. The maximum time available for work	1-2-3	1-2-3			

Source: http://www.ase.ro/upcpr/profesori/258/zahariadanciuroman_cap3-05.pdf

On the basis of using the working time absolute indicators can be determined, among which the most important are those related to the amount of worked time: worked time expressed in man days and worked time expressed in man-hours.

The amount of time actually worked in men-days is the number of man-days actually worked by all employees (determined either at the level of an enterprise, economic activities or at the level of national economy) over a period of time under review.

With the help of these indicators the actual length of the day and the month of work can be determined: the length of the work day reflects the number of hours worked by a worker in a day's work; the effective duration of work reflects the number of days worked by a worker in a month, regardless the number of hours worked in a day.

3.2. Staff Mobility

Diagnosis of staff mobility is based on the following indicators: [7]

➤ **Circulation** is the movement of employees due to objective causes, such as: dismissal for economic reasons (unemployment), retirement, death, termination of employment contracts with a fixed duration, departure for accomplishing military stage, departures for long term studies, departures as a result of an accident at work and inability to work. At the same time, movements which are not dependent on a normal activity take place in enterprises; it is the case of those who left on their own initiative, without the the direction’s approval etc. These departures represent the staff fluctuation unjustified phenomenon with implications on the volume and quality of the enterprise work.

➤ **To characterize the staff’s circulation and fluctuation we use the following indicators:**

1. the input intensity coefficient, which is calculated as the ratio between the number of employees at a given time, usually a year, and the average number of employees during that time;

2. the output intensity coefficient, which is determined as the ratio between the total departures, and the average number of employees;

3. fluctuation coefficient, established as the ration between the number of workers who left on their own initiative, of those fired for violation of discipline and the average number of employees;

4. the total movement coefficient (Mt), which is the ratio between the amount of entries and departures of employees and their number.

For the general characterization of human resources stability it is used the “degree of stability”, determined as:

$$G_s = 1 - M_t \quad (7)$$

The dynamic analysis must be supplemented with the motivational analysis of staff movement which represents effective measures for increasing stability.

Thus, among the causes that generate the staff movement: the need to be nearby the house, higher gain in other fields, a job which does not correspond with what they have studied, health status, inadequate working conditions, the lack of conditions for further studies, recruiting deficiencies etc.

3.3. The degree of conflictuality

The goal of any enterprise is involving human resources in productive activities, creating the necessary material goods needed for daily living or for marketing to internal or external beneficiary. In a democratic system, the conflictuality between employees (trade unions) and the governing bodies affects the work time. This requires the determination of conflictuality indicators (collective and individual) and quantifying the consequences. The collective conflict could be assessed using the indicators: [7]

-number of strikes;

-number of strike days;

-coefficient of the importance of strike:

$$K_i = \frac{\text{number of strikers}}{\text{total number of employees}} \quad (8)$$

-the strike location coefficient:

$$K_i = \frac{\text{number of strikers from the enterprise}}{\text{total number of strikers}} \quad (9)$$

Labor disputes are generated by insatisfaction of economic and social professional interests. They result from the work relationships between the enterprise on one hand and its employees, on the other hand. Social conflicts can be:

-individual (between 2 persons);

-group conflict (inside a group);

-intergroups (between different groups);

-organizational (between managers and employees);

-macrosocial.

According to their evolution, conflict can be:

-explicit (call to strike, meetings, marches);

- hidden (discontent, dissatisfaction).

All the above-mentioned aspects are, ultimately, variables of the volume and quality of the work respectively of economic and financial performance of any enterprise. But decisions regarding staff need the use of other methods and techniques.

4. Conclusions and results

The article has highlighted the main indicators which influence the behavior of a company's personnel, and the results of this research confirm the hypothesis according to which the personnel of a company interacts, and in this context, the individual behavior appears as a consequence between the person and various environment factors; the more various is the individual's personality and the more are various the different factors, the more the personnel's behavior in a company puts its fingerprint in the performances of the activity.

Compliance of an enterprise with personal when needed is theoretically the premise of the performance; basically, these performance depend on the structure, the capacity and the way the staff is used. It is recommended to take into account the following aspects: [11]

- adequacy of the number of employees with the real needs of the enterprise (avoid a number too high of employees);
- adequacy of staff qualification according to the company and training policies, a qualification promoted by the company;
- accordance between the worked done, the workers' level of qualification, the average category of work and the level of remuneration;
- a programme for promoting the staff;
- staff fluctuation and movement indicators
- rationality of the staff selection
- the quality of working conditions in wards, workshops, activity sectors;
- social climate: work protection (number of accidents, professional diseases), social protection (level of debts to the State Insurance Fund, housing and other social services provided to workers, number of fired employees, new jobs etc.), trade union organization and the management's pressures.

The adaptation of individuals and groups behaviour as well as organizational behaviour is influenced by the external and internal environment of the company: [5]

- the external environment of the organization is determined by the fact that it is competitive and dynamic. The external environment consists of all the factors outside the organization that affect the course of the events within it, including the modelling of individuals' and groups' behaviour. The impact of this environment on behaviour takes place by issuing / disposing some laws, by changing / modifying some strategies, by increasing / reducing the customer interest in the products and services of the organization.

- the internal environment affects the behaviour through all the activities that take place in the organization, through the relationship between its departments, in other words through all the situation within the organization (goals, structure, tasks, technology, staff).

Companies rely on employees to produce and deliver high-quality products and services. Employees' behavior is impacted by a variety of forces, both internal and external, as they attempt to perform their duties. Employers who are aware of these forces, and who are prepared to counteract them, can have a positive impact on the employee's behavior. Below there are a few forces that influence employee's behavior: [13]

- positive environment: A critical internal force that influences employee's behavior are the colleagues. Companies that can effectively build an internal culture that is based on mutual respect, teamwork and support will attract and retain employees with good behavior.

- technology: Technology is a significant factor that can have both positive and disruptive influences on employee's behavior. While technology can often helps streamline processes and makes work easier for employees, learning how to use new technology while remaining productive can be stressful. Because of the fast evolution of the technology the employers seem to be faced with an almost ongoing need for new training, process improvement and documentation.

- customer demands: Customer demands can be an external force that exerts pressure on organizations to continually stay ahead of the competitive curve. Employees must adapt to customers' changing needs, the growing shrewdness of customers and the heightened expectations that customers put on employee's behavior.

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