

**MANAGEMENT ANALYSIS REGARDING THE EMPLOYEES' ENGAGEMENT
FACTORS AS MOTIVATIONAL TOOLS FOR INCREASING JOB SATISFACTION AND
COMMITTEMENT TO THE ORGANISATION**

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Abstract

Regardless of the field, each organization has come to know and appreciate the true value of motivating staff and its involvement. Job satisfaction is worthy of interest both because of its beneficial effects on personal and organizational basis, being known that competitive organizations are those who know to pay attention to employee satisfaction. However, in practice it is extremely difficult to find how to engage employees, so they are present not only physically but also mentally and emotionally.

Experts put forward that the ability to engage employees, making them partakers of the business, dedicated to the organization, will be one of the biggest organizational challenges in the next 10 years. (Berdarkar, M., Pandita, D., 2014) Consequently, human resource management, as a true art, must find the right "recipe" to make employees feel satisfaction, to contribute positively to the smooth running of the organization by encouraging their participation in decision-making processes.

The organization is not solely responsible for the performance of staff, an overwhelming role having those employees who participate with their own strategies of action, to achieve the objectives set by management structures or implicitly assuming and expanding responsibilities including the freedom of decision.

The special interest paid to the employee status at work and the relationship between the degree of involvement and the individual and organizational performance is the subject of numerous studies, this article proposing a synthesis of the current guidelines and an attempt to define the fundamental concepts as completely as possible .

Keywords: *job satisfaction, employee engagement, motivational tools, participation*

JEL Classification : *D21, L2*

1.Introduction and methodology

The objective of this study is to develop understanding of the peculiarities of the employees behavior and provide solutions regarding how MRU can develop in order to create a proper working climate to increase job satisfaction with implicit effects on the individual performances.

The complexity of the issues subject to research determines the need to use a research methodology which incorporates a wide range of methods, techniques, tools and procedures:

-The study of general and specialized bibliography in order to base the scientific research and knowledge of the structure and dynamics of studied phenomena and processes;

-The scientific and empirical observation method of the managerial presences in the Romanian and worldwide organizations focusing on human resources;

- Interdisciplinary methods linking economic, psychological, and legal concepts;

The research aims to improve and increase knowledge of the areas studied through application of management theories on the one hand, and to find solutions to concrete problems, on the other hand.

The study is concerned with several main key concepts: *work satisfaction, employees'engagement ,motivational instruments ,participation.*

The study was guided by the following assumptions:

- Organizations need satisfied employees, efficient, involved and loyal.

- Working Satisfaction is strongly determined by the individual perceptions.

- Employees can learn to grow, improve and change to become effective and loyal to the organization.

- Participation and empowerment of employees are factors that increase staff engagement and loyalty.

- Organizations need both management and leadership in order to fulfill their purpose.

-The manager must improve the individual performance by assuming a leadership role, inspiring people, identifying what makes the personnel satisfied and loyal to the organization, facilitating development and communication.

2. Preliminary consideration regarding employees'engagement

Employee involvement is vital for organizations today, affecting employees' ethics and productivity thus causing how the organization is affected by absenteeism and staff turnover.

Under circumstances when human resources make the difference, becoming the main driver of competitive advantage, organizations must address in a much broader issue to the staff satisfaction, with particular attention to its full involvement in the organization.

According to social identity theory, the higher the individual's identification with the organization is, the more the interests of the organization are incorporated in the concept itself, and the employee will act accordingly keeping in mind the priority interests of the organization. (Coyle-Shapiro, Jacqueline A-M. and Shore, Lynn M ,2007)

Cook defines employee engagement as the degree to which employees have a positive attitude towards the organization, with a proactive behavior in achieving organizational objectives in relation to clients, colleagues or other stakeholders.(Cook, S.,2012)

Gatenby notes that employee engagement involves creating the necessary opportunities to interact with management, to develop links with colleagues and the entire organization. It also involves building a climate in which employees are motivated to stay connected to their work, the interest in being proficient being obvious.(Gatenby, M., Rees C., Soane, E., Truss, C., 2008).

3. Employees'engagement factors

It is complicated to define the involvement, but the same is to determine the decisive factors of staff commitment. Experts' opinion from everywhere are very different, not necessarily contradictory but complementing each other to provide a broad perspective on this issue . Therefore, identifying and analyzing these theoretical arguments as the starting point for shaping a new vision that reconsiders the role of the employee and find the most appropriate solutions in management's practice.

Some authors of this field link staff involvement to a set of requirements such as: assuming responsibility, active involvement in continuous improvement, recovery skills, improve knowledge, focus on meeting customer needs, sharing knowledge and experience by working in teams, a better representation of the organization to the customer, community and society in general, getting satisfaction from the work carried out, developing a sense of pride to be part of the organization. (Oprean, C., 2002).

We can easily notice that these requirements are closely dependent of each other, meaning that staff accountability and stimulating further tasks is related to the active involvement of all parties in identifying opportunities for continuous improvement and recovery of knowledge, skills and experience.

At the same time employee accountability by establishing clear and complex tasks, aiming at a better representation of the organization in relation with the clients will improve his perception about the job, with benefits for all parties involved. Employees will experience a sense of satisfaction of a job well done and a good relationship with customers and the improvement of the image of the organization will enhance feelings of pride and belonging.

A study of the IES (2004) cited by Mani (2011) lists as determinants of staff commitment: leadership, established relationships at work, reward system, the balance between personal and professional life offered by workplace, and finally, the work itself.

Another IES study (2005) identifies the following factors leading up to the commitment of employees: job satisfaction, appreciation and employee involvement, equality of chances and opportunities, health and safety, length of responsibilities, effective communication and cooperation. (Mani, V., 2011)

Mani (2011), in a more recent study dedicated to staff commitment catalysts identified as determinants: the welfare of employees, employee development and interpersonal relationships, participation and empowerment of employees. (Mani, V., 2011)

This perspective places the work itself as a determinant of staff involvement. Reconsidering the role of the employee and the transfer of tasks are concrete options to increase job satisfaction and the commitment to the organization by increasing the sense of responsibility and belonging, with beneficial effects on the growth of individual and organizational performance.

Staff involvement is clearly dependent on the values and beliefs of each person, on considerations of fairness and equality. It is important that the "treatment" applied to the employees in the organization to be uniform, governed by the same rules and based the principle of equal opportunities.

A vital role belongs to the managers of organizations who must take the leader position. The effectiveness and efficiency of the company run by is dependent on the manner in which they will use their knowledge, behaviors, and attitudes as an exemple in order to create an environment in which subordinates be fully involved in achieving the organizational objectives.

Stimulating the participation of non-managerial employees in the decision-making processes within the organization involves the establishment of a management activity of encouraging, collecting and sorting subordinates proposals. In this case, consultation requires efficient communication, and one should remark the interdependence of these factors decisively influencing the behavior of staff in an organization.

Communication therefore be regarded as another determinant of involvement. The employee wants to communicate well with the manager that coordinates him, to find the human and professional qualities that would help to work in a real team.

Another study of Romanian authors Lepăduși ML, Căruntu, C. identifies three indicators they consider dominant in shaping the behavior of employees in an organization, namely: working time (hours worked), staff mobility, and conflicts that can occur in labor relations. (Lepăduși, M.L., Căruntu, C. , 2014)

The authors offer a well-argued study and clear calculation formula, precise indicators, values that must be calculated and interpreted by managers, provided that the determinants of human behavior in an organization should not be regarded as limited, but as the result of interaction between the individual personality and a large number of internal and external factors.

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.[8]

A recent study by Towers Watson's (2009) identifies three determinants of staff commitment and distinguishes between:

- Rațional factor- that is how the employee understands his roles and responsibilities,
- Emotional factor- that can show how much passion the employee proves in his work.
- Motivațional factor-that is how much effort the employee is willing to invest in discharging his responsibilities, and what role is willing to take.

The conclusion that emerges is that one cannot precisely identify certain indicators or set of exact determinants of involvement and commitment of staff, due to the individual and subjective character of job satisfaction based on each employee' s system of values.

Any calculation formula is ineffective without taking into account all factors that may influence the behavior of staff. Clearly performance depends on the structure, staff capacity and how it is used in an organization, the management having the difficult task to find the perfect recipe adapted to the specific of the organization and especially to the human component.

However we can formulate some recommendations with role of guiding principles:

- Adequacy of number of employees with the real needs of the enterprise (avoiding too many employees as well as avoiding overloading the personnel with tasks);
- Suitably qualified personnel in accordance with company policies,
- Promotion of the principles of fairness by ensuring compliance between labor, skill level of workers, the average working class and the level of remuneration;
- Programs initiation to promote the principles of equal opportunities of personnel;
- Study of employee turnover indicators to identify the causes of mobility;
- Ensuring the quality of the conditions in which work is performed;

-Growing interest in social and organizational climate improvement through: labor protection , social protection, relations with trade unions and not least interpersonal relationships within the company.

4.Participation and empowerment of employees as motivational factors for increasing staff engagement

Participation and empowerment of employees are concrete options to increase job satisfaction and commitment to the organization by offering them the opportunity to take part in decision-making processes which increase the sense of belonging, responsibility, and consequently a higher efficiency every day.

Organizations should use employees involved as a strategic resource, and this requires reconsideration of the position of employees from simple variable cost elements to potentially most valuable assets. (Armstrong, M., 2009)

Employee participation and empowerment requires the establishment of partnerships between management and employees in order to involve employees in decision-making processes at work output, the aim being to amplify their satisfaction, harnessing their creative capacity and thus increase the quality of services provided by the organization.

The notion of participation has been defined in the scientific literature(British Institute of Management, 1977) as a "practice through which employees participate in management decisions that assumes the idea of a community of interests between employer and employee, to support long-term prospects of the company and the people working within it.[1]

Considerațiile actuale privind această noțiune propun o viziune mai amplă, mai cuprinzătoare a formelor participării cuprinzând și deținerea de acțiuni ale întreprinderii și îmbogățirea postului. (Cole, G.A, 2000).

Participation can be seen as a partnership involving management and employees by involving the latter in decision-making, in one of the following main ways:

- acquire ownership of the company through an option of purchasing shares or profit sharing;
- asking opinions and constant involvement in ongoing activities;
- increasing job responsibilities;
- empowerment by delegation;
- collective negotiation;
- naming in leadership positions.

The term empowerment refers to the ability of a person, or team, without a leading position, to have autonomy of action, and decision making power over his work, thus influencing the activity developed within the organization.

Empowering embodies specific forms, starting gradually with holding more authority (legitimate power) that involves a multitude of decisional options at work, leading to the job enrichment as the highest point of increasing job responsibilities.

Encouraging the participation of non-managerial employees in positions of decision-making processes of the organization must have managerial activities as a starting point for gathering, sorting, encouraging subordinates proposals based on effective communication between management and employees.

It should be emphasized that the strength and degree of influence of stakeholders is conditioned by several external factors such as economic climate, unemployment and labor market competition. In the current economic, managerial and leadership structures have consolidated a strong negotiating position at the expense of trade unions. Changing economic context, by any reduction in unemployment and labor market competition will favour the trade unions.

The selection of appropriate participation and involvement of employees in decision making should be determined by each organization, based on the values and attitudes of the management structure, employees and the unions that represent them.

In each case the management of the organization must show increased attention in determining the prevailing climate in relations with employees and the conditions under which participation will take place. Accordingly, based on the specific needs and organization must set out the precise degree of power / influence exercised by employees, the extent of participation in operational or strategic processes, the conduct of the participants.

At the same time, managers must decide paramount aspects such as issues subject to joint decision making, and how employee selection criteria that will be part of the bodies of participation, the role granted to trade unions, where they exist.

All these measures will lead to new and improved approach will increase the level of satisfaction and involvement of staff in terms of effective communication through which the parties involved are informed and educated about the role assigned.

In addition to communication, leadership is another condition for the involvement and commitment of the staff. In this case it is preferable the democratic leadership (participative) style characterized by involving and encouraging employees in decision-making and accountability, so employees led by such a leader have the conviction and satisfaction of control over their work.

Job satisfaction in this case turns out to be dependent on the values and beliefs of each person, moderate of course by considerations of fairness. Each employee must therefore be regarded separately as the sole creator of an organization holding the power to influence the success of the work involved and contribute to long-term competitive advantage of the entity to which they belong.

5. Conclusions

Therefore the final goals of the organizations are the people involved, well motivated, adequately skilled, able to learn, dedicated and loyal. This requires a multitude of measures and specific activities of human resource management and particular attention to developing relations with employees by creating a climate for staff development initiative through partnerships between management and personnel.

Current requirements ask for flexible organizations that provide opportunities for employees to express their views and grievances and to increase their power in relation to management of the organization. Recovery of employee participation in decision-making has positive consequences such as increased efficiency and effectiveness of the work and services and hence the satisfaction felt by employees and customers towards which the organization's objectives are directed.

Participation should be seen as a true employee motivation technique, organizations that encourage employee involvement in decision-making processes directly or indirectly are those in which human resources management is geared towards increasing job satisfaction through staff development, accountability of leadership and hence improved services for customers.

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