

AN ANALYSIS OF EMPLOYEE PERCEPTION REGARDING THE NECESSITY FOR PROFESSIONAL TRAINING AND ACHIEVEMENT OF SKILLS IN ROMANIAN ORGANIZATIONS

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Abstract: The evolution of labour market along the last two decades determined also a series of mutations and transformations, one of them being that in many occasions, employees with high scientific training are forced to perform a work requiring the use of a very small percentage of knowledge or actual skills. The present paper aims to illustrate the perception of employees from two counties in the Western Region regarding the necessity for professional training and achievement of skills for the purpose of organizational development.

Keywords: employee, training, skills, human resources

JEL classification: J24, M54

1. Theoretical background and general issues

The main patterns regarding education and employment have changed along the years (Medel, 1995). Simultaneously to the increase of power and recognition of women rights (Guvenen, Rendall, 2013), the opportunities offered have also increased, the insertion on the labor market has expanded, along with an increase of literacy level.

Still, parity and equality are not present in every country, nor in every enterprise, thus we may identify important differences regarding these aspects, whether we speak at microeconomical or macroeconomical level.

Changes that occurred at socio-demographic level have contributed to generating managerial "mutations", based on the following aspects:

- The number of women employees has increased during the years, partly because of evolutions of society and the desire for emancipation (Guvenen, Rendall, 2013). Mutations were produced at the managerial level, where more women are being positioned as executives in the company hierarchy. All this, while witnessing a change of mentality and culture, simultaneously.
- Education is a longer process and requires increasingly high standards regarding the qualifications and the level of knowledge.
- The aspect of employee diversify is generally promoted, as well as bringing them in line with technological developments, by equipping enterprises with modern technical and computing assets. Meanwhile, we can say that trendence towards modernization and alignment to Western quality levels is general in all fields and areas, the technical and technological sectors playing the role of support for the human resource capitalization. Featuring both performant and high quality

equipment, the degree of labor endowment increases as well, employees being able to carry out their tasks with efficiency and effectiveness. The consequences will be automatically beneficial, all leading to an increase in productivity and therefore "individual and collective performance" (Nicolescu, 2004: 25).

- The issue of age remains a delicate criterion (Ouimet, Zarutskie, 2012), however, on the one hand there is a tendency to hire more experienced individuals, with a certain seniority in work and level of knowledge also, qualities that correspond more to older employees, while the opposite tendency is the introduction on the labor market of more young people with greater work power.

- Creativity (Feier, 1995) is trending to be introduced globally in the human resource management plan, in order to allow employees to operate freely in terms of ideas and innovation. Creativity, along with the desire to improve and further training programs in the field, contributes to increasing the chances for an organization to prove efficiency from all point of views.

- Flexibility of working hours and labor in general is filled with the notion of "mobility" of labor, in the idea of generating professional development of employees and to increase their productivity on favorable terms, both for themselves and for the enterprise.

2. The perception regarding the necessity of developing organizational factors – personnel training and skills development

2.1. Metodology of research

Between December 2015 and January 2016 we conducted a research in the Caras Severin and Timis Counties, which aimed at identifying the perception that employees have on the issue of organizational development. We considered as being representative for the present article the issue of *personnel professional training and achievement of skills*. The research was conducted on a representative sample of 300 employees, who develop their activities in all fields, not only at microenterprises, but in small and medium sized enterprises, also. In determining the sample, the calculations were based on the available data about the overall population and also on the estimations performed using the following formula, with a degree of error of $\pm 4\%$:

$$n = \frac{t^2 \times p \times q}{e^2} = \frac{t^2 \times p(1-p)}{e^2}$$

The research was developed in two of the four counties in the Western Region and the present article reflects the main conclusions drawn after the application of a questionnaire with 12 closed questions with simple choices of response.

Also, for the verification and validation of the calculations made, we used statistical indicators considered representative, both the indicators of central tendency and the variation indicators (Chilărescu et al, 2002).

2.2. Results and conclusions

The results obtained by conducting this study can be summarized as follows:

The perception regarding the necessity of development of organizational factors relies partially on the fact that for any business there can be identified a number of elements that need to be improved, developed or completed. As a result, we have identified a series of benchmarks on which employees and managers have expressed observations, grading them on a scale from 1 to 5, according to their personal opinion regarding the necessary to improve the aspect considered.

- the level of personnel training

Table 1 The necessity of personnel training development – according to the response of employees

Grade		1	2	3	4	5
Frecvency		%	%	%	%	%
TOTAL	300	2,83%	5,50%	22,67%	34,83%	34,17%

1 – very low level, 3 – intermediary level, 5 – very high level

source: processing of data made by the authors

The level of personnel training represents one of the main coordinated which influence the future performance of an enterprise. The individuals questioned consider in a percentage of 69% that the development of this aspect is an essential issue for the organization in which they work, assigning this criteria high grades, of 4 and 5.

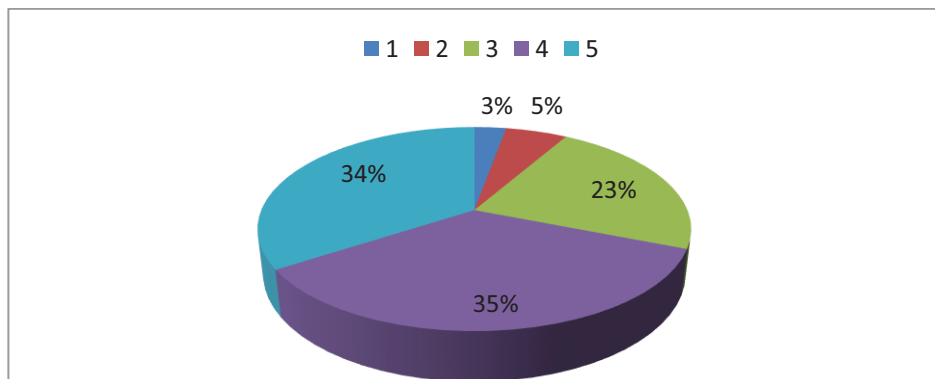


Figure 1 The necessity of personnel training development – according to the response of employees

1 – very low level, 3 – intermediary level, 5 – very high level

source: processing of data made by the authors

Indicator	$\bar{x} = \frac{\sum_{i=1}^m (x_i * n_i)}{\sum_{i=1}^m n_i}$	Mo	$\sigma^2 = \frac{\sum (x_i - \bar{x})^2 * n_i}{\sum n_i}$	$\sigma = \sqrt{\sigma^2}$	$V = \frac{\sigma}{\bar{x}} * 100$
Level	3,92	N=4 / f=209	1,04	1,02	26,02

These statements verify statistically, the demonstration being realized by the analysis of the coefficient of variation, which records a rate of 26,02%, pointing homogeneity of answers and a moderate level of dispersal. The same aspect is

observed also by the analysis of other indicators, like weighted arithmetic average, in which case the value tends towards the upper limit of the scale of assessment and analysis.

The employees of micro level enterprises consider that the level of training is important, while the employees in small and medium sized enterprises indicate a very high level of importance for the development of this criteria.

Table 2 The necessity of personnel training development – according to the size of the enterprise

Grades	1	2	3	4	5
Frecvency	%	%	%	%	%
Microenterprises	3,94%	6,90%	27,59%	40,89%	20,69%
Small enterprises	3,09%	5,15%	22,16%	28,35%	41,24%
Medium sized enterprises	1,48%	4,43%	18,23%	34,98%	40,89%

1 – very low level, 3 – intermediary level, 5 – very high level

source: processing of data made by the authors

When speaking about the area of activity, constructions represent the only field where minimum grades of 1 and 2 are awarded in a proportion of 17,57% and 24,32%, demonstrating the perception of respondents regarding the intensity of the necessity for developing vocational training. They consider thus that development is necessary only in very low degree, on contrary to the perception manifested by the representatives of other fields of activity, where the necessity of professional development is much higher, according to the following table.

Table 3 - The necessity of personnel training development – according to the field of activity

Grades	1	2	3	4	5
Frecvency	%	%	%	%	%
Agriculture	0%	0%	30%	45%	25%
Industry	0%	0%	28,30%	32,70%	38,99%
Trade	1,22%	6,71%	24,39%	42,68%	25%
Services	1,18%	2,35%	15,29%	34,12%	47,06%
Tourism	0%	0%	7,69%	53,85%	38,46%
Constructions	17,57%	24,32%	24,32%	17,57%	16,22%

1 – very low level, 3 – intermediary level, 5 – very high level

source: processing of data made by the authors

On the other hand, we conclude that there are differences between the perception of employees regarding the issue of training and development necessity, and the perception of managers towards the same aspects. Thus, among managers, 61,81% identify a high level of necessity, awarding a degree of 4, while 15,28% awarded a medium grade, identifying an intermediate level of necessity.

Table 4 - The necessity of personnel training development – according to managers

Grades	1	2	3	4	5
Frecvency	%	%	%	%	%
TOTAL	3,47%	8,33%	15,28%	61,81%	11,11%

1 – very low level, 3 – intermediary level, 5 – very high level

source: processing of data made by the authors

Indicator	$\bar{x} = \frac{\sum_{i=1}^m (x_i * n_i)}{\sum_{i=1}^m n_i}$	Mo	$\sigma^2 = \frac{\sum (x_i - \bar{x})^2 * n_i}{\sum n_i}$	$\sigma = \sqrt{\sigma^2}$	$v = \frac{\sigma}{\bar{x}} * 100$
Value	3,69	N= 4 / f = 89	0,80	0,90	24,39

The statistical analysis of the indicators shows that the level of representativity is high, this being demonstrated mainly by the coefficient of variation, with a rate of 24,39%, while the weighted arithmetic average is located over the standard value of average.

Table 5 - The necessity of personnel training development – according to managers and the size of the enterprise

Grade	1	2	3	4	5
Frecvency	%	%	%	%	%
Microenterprises	3,03%	7,58%	14,39%	65,15%	9,85%
Small enterprises	10%	20%	30%	30%	10%
Medium sized enterprises	-	-	50%	50%	-

1 – very low level, 3 – intermediary level, 5 – very high level

source: processing of data made by the authors

Managers of medium sized enterprises identify a medium level of the employee professional development necessity, idea shared also by the managers of small enterprises, where 30% of the respondents assign the grade 3 to this aspect, while a similar percent notes the same aspect with the grade 4. Microenterprises representatives, on the other hand, consider that the necessity of development regarding the professional training of employees is very important and of high level.

- The skills of employees

Table 6 – The perception of employees regarding necessity of skill development

Grades	1	2	3	4	5
Frecvency	%	%	%	%	%
TOTAL 300	0,67%	6,00%	16,83%	44,83%	31,67%

1 – very low level, 3 – intermediary level, 5 – very high level

source: processing of data made by the authors

Closely related to the previously detailed aspect is the issue of development of skills and abilities of employees. Thus, most of the individuals questioned (44.83%) consider that the development of human resource skills and abilities is necessary at a very high level, while 31.67% accentuate further the need of such a measure.

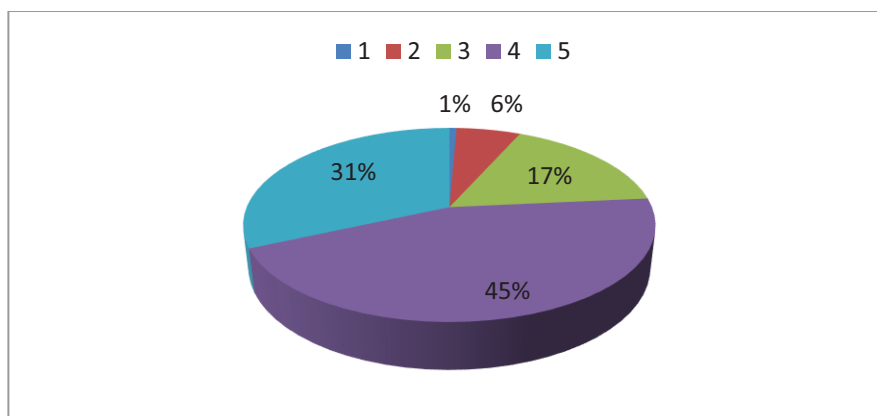


Figure 2 The perception of employees regarding necessity of skill development
1 – very low level, 3 – intermediary level, 5 – very high level
source: processing of data made by the authors

Indicator	$\bar{x} = \frac{\sum_{i=1}^m (x_i * n_i)}{\sum_{i=1}^m n_i}$	Mo	$\sigma^2 = \frac{\sum (x_i - \bar{x})^2 * n_i}{\sum n_i}$	$\sigma = \sqrt{\sigma^2}$	$v = \frac{\sigma}{\bar{x}} * 100$
Value	4,01	N=4/f=269	0,79	0,89	22,19

The analysis of weighted arithmetic mean, which records the value of 4.01, combined with the analysis of the coefficient of variation level, in which case we calculate a rate of 22.19%, demonstrates the homogeneity of the chosen sample, and thus the homogeneity of the responses offered by the individuals questioned, while the value of the dispersion indicator is 0.79.

Respondents from medium sized enterprises identify the highest level of the need for skill development, awarding grades of 4 and 5 in a share of 82.75%. This trend is reflected in the case of microenterprises and small enterprises also, but in a smaller percent. Microenterprises are the only category of organizations where about 12% of employees consider that the development of skills is necessary in a small measure.

Employees from the field of constructions and industry consider in the highest proportion that the development of human resource skills is necessary in small measure, as reflected by the share of 13.51% and 10.06% of the grades of 2 allocated to this issue, while the representatives of other areas of activity indicate high percentages for the necessity of developing the analyzed criteria. The most representative percent for the highest grades is identified in the field of tourism and services.

The evolution of labour market along the last two decades determined also a series of mutations and transformations, one of them being that in many occasions, employees with high scientific training are forced to perform a work requiring the use of a very small percentage of knowledge or actual skills.

Also, in many turns, the job requirements may be higher as difficulty in comparison with the level of knowledge held by an individual. The third possible situation confronts the level of knowledge with the requirements, both of them being high, but with no actual correlation between them.

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