

EMPLOYEES' PERCEPTIONS REGARDING THE STRATEGIES FOR MOTIVATING HUMAN RESOURCES WITHIN A PRIVATE ORGANIZATION IN ORADEA

BEKESI Delia Georgeta, COTURBAȘ Lioara

*Department of Sociology and Social Work, Faculty of Socio-Humanistic Sciences,
University of Oradea, Romania*

georgianabekesi@yahoo.com

lioarac@yahoo.com

Abstract: *The article aims at approaching in the first part some theoretical considerations, based on the premise that the manager's use of appropriate strategies meant to increase work motivation will lead to an increased employee performance. Thus, the theoretical considerations take into account the aspects that define the positive and negative motivational climate within an organization, the theories of motivation grouped according to the thematic criterion, but also the pecuniary and non-pecuniary motivation strategies, among which we mention: basic salary, merit salary, various bonuses, special bonuses for important employees (with special contributions), job rotation, job expansion, increased job attractiveness, flexible work schedule, delegation, increase of employees' self-confidence in order to determine them to become more motivated to engage in complex activities. The second part of the article, with the highest degree of originality, is the part of concrete research, conducted within a private organization in Oradea, a qualitative research that is based on employees' perceptions regarding the motivational strategies within the organization. The research objectives consist in identifying the financial and non-financial motivation strategies that employees benefit from and in highlighting the implications of the type of management on employee satisfaction. The used research method is the interview-based sociological survey, and the research instrument is the interview guide. The interview guide contains 18 questions and is structured on two dimensions: Financial and non-financial motivation and Implications of the type of management on employee satisfaction. The research highlighted that the organization applies a policy of motivating its own personnel by granting various financial rewards, such as: merit salaries, financial incentives, 13th salary, bonuses etc. The criteria that employees must meet in order to benefit from all these financial rewards are known to employees and consist of the following: attendance without unjustified absences, fulfillment and respect for the work norms, punctuality, commitment, involvement, availability, planning and organizational skills, flexibility and ability to solve problems, appropriate behavior, interest in the workplace, exceptional results and achievement of the goals imposed by management. Along with financial rewards, the company also offers employees non-financial rewards, such as: the possibility of promotion, flexible work schedule, insurance, company telephone, hot meal, work laptop, the possibility of a day of working remotely, company car (for some employees), transport settlement and free ophthalmologic examinations, annually. The conclusions of the study emphasize that the management of the organization should contemplate realistically on the situation and intervene in the human resource management strategy, by focusing more on*

the application of policies meant to stimulate the need for the employees' professional and human development, by maximizing commitment, involvement and creative potential, based on the acknowledgment and stimulation of performance, a climate based on trust and cooperation within work teams.

Keywords: *motivation; performance; motivation strategies; reward; attitudes; needs.*

JEL Classification: *M52; M54.*

1. Introduction

The attitude of human resources towards work is closely related to motivation. Thus, managers must constantly monitor the needs and the degree of motivation of human resources because only motivated staff perform their tasks responsibly, without the need for direct and permanent managerial control. The dissatisfaction of the personnel determines various attitudes starting with the indifference towards their tasks to lack of involvement, which can sometimes lead to sabotage, labor conflicts, which altogether may generate great damage to the organization.

The research carried out and presented in this article took place in May-June 2020, within a company in Oradea, with private capital, its purpose being to identify financial and non-financial strategies and other benefits, as well as the means and the way of rewarding the employees, applied within the company, meant to contribute to the improvement of the quality of work, to the reduction of staff turnover.

2. Motivation strategies used in human resources within the organization

The motivational climate within an organization can be *positive*, involving: free expression of opinions, taking over and valorization by managers of ideas and initiatives from subordinates, informal interpersonal relationships, recognition and encouragement of success, visible and easily resolved conflicts, or *negative*, highlighted by: reduced responsibilities for members of the organization, lack of positive feedback from managers, unrealistic tasks assigned by managers, tense / stressful atmosphere within the organization, insufficient time to perform tasks and inadequate working conditions. (Gherguț, 2003)

The theory of motivation examines the process of motivation: it explains why people behave in the way they do, from the perspective of their efforts and the direction towards which they act, and describes what organizations can do in order to encourage people to use their efforts, and capabilities in ways that not only meet their own needs, but also further promote the achievement of the organization's objectives. (Armstrong, 2003: 139)

In the reference literature, we find a series of theories of motivation, and the most commonly used criterion for systematizing these theories, to which most specialists in management and organizational-managerial psychology adhere is the thematic

criterion, according to which theories are grouped into three main categories: theories of content, process theories and consolidation theories. (Lefter, Deaconu and Manolescu, 2012; De Vito et al, 2016)

In *theories of content* (Maslow's hierarchy of needs theory, Taylor's theory of instrumentality, Adair's theory of group personality and group needs, Alderfer's ERG model, McClelland's model of accomplishment motivation etc.) the emphasis is on specific factors that motivate employees, these theories being focused on determining the individual factors that energize, support and stop behaviors.

The *process theories* (Vroom, Porter and Lawler's theory of expectations, Adams' theory of equity, Locke's theory of objectives) emphasize the psychological forces and processes that underlie motivation. The premise of these theories is that motivation begins with the desire to do something, generating expectations. The best-known process theories are the theory of objectives, the theory of expectation and the theory of equity.

Consolidation (reinforcement) theories emphasize the relationship between specific outcomes and individual behavior, showing that managers can change the level and direction of their own actions. By means of these theories, we focus on observing the behaviors of employees in order to find out what are the most appreciated work results. The manager can change the behavior and motivation of employees by changing the place, reasons and manner for which rewards are offered.

Managers can use various strategies for motivating human resources within the organization, and the choice of appropriate strategies for the increase of motivation at work will help improve employees' performance. Thus, the manager can appeal to (Vlăsceanu, 1993): enhancing people's self-confidence, developing positive feedback towards work, meeting people's expectations and achieving the latter's goals, there is a relation of dependence between work motivation, professional studies and people's life cycles, as well as the changes in production and technologies - motivational strategies must take into account these characteristics, competition, which also represents a strategy developed in most managerial styles. The manager's motivation in obtaining performance is influenced by two categories of factors: internal (individual) factors - attitudes, needs, interests and individual behaviors; external or organizational factors - employees' competence, specification of tasks, salary, communication and control system, manner of reward, organization of free time. (Păuș, 2006)

Motivation strategies can be grouped into two broad categories: pecuniary motivation strategies and non-pecuniary motivation strategies. According to Pânișoară and Pânișoară (2016) the main types of pay that can be granted to an employee because the latter performs a certain job are: basic salary, merit salary, bonuses after achieving the company's profit, bonuses following profits obtained by the department/ project work-team, individual bonuses obtained by an employee, after the activity of performance evaluation, bonuses according to the skills developed after the involvement in practical or personal development projects, holiday bonuses, special bonuses for important employees (with special contributions) meant to prevent them from leaving the company.

The main non-pecuniary motivation strategies mentioned in the reference literature are (Certo, 2002; Mathis, Nica and Rusu, 1997; Radu, 2003): assessing employees' achievement, frequent reports about the financial situation and the stage of achieving objectives, encouraging initiative and novelty within the company, providing a creative climate within the work team by increasing autonomy and freedom in decision making, acquisition of talent and intelligence, effective manager-subordinate communication, which can meet basic human needs, such as: the need to recognize merit, a sense of belonging to the group, as well as the need for security, job rotation, job expansion, increasing the attractiveness of the job, flexible work schedule, delegation, increasing workers' self-confidence so that they become motivated to engage in complex activities, building a climate of appreciation for a well done job. Reference literature and empirical research attest to the inseparable link between employee motivation strategies, included in organizations' human resources policies and labor productivity, labor stability, and, finally, in the profit made by the organizations concerned (Elector Odukah, 2016; De Vito et al, 2016; Pang and Lu, 2018).

3. Employees' perceptions regarding human resources motivation strategies within a private organization in Oradea. Qualitative research

3.1. Research methodology

The study aimed at identifying financial and non-financial strategies within a private company, such as the means and remuneration of employees and other benefits that would improve the quality of work, would reduce staff turnover, and would also prove beneficial for the organization ensuring it of the loyalty of its employees.

The first objective of the research is to identify the financial and non-financial motivation strategies that employees benefit from, followed by the analysis of the first dimension of research. The second objective of the research is to highlight the implications of the type of management on employee satisfaction, which is captured by the second dimension of the interview guide. The used research method is the interview-based sociological survey, and the research instrument is the interview guide.

The interview guide is structured in 2 dimensions and has 18 questions. The first dimension, *Financial and Non-Financial Motivation*, aims to identify the financial and non-financial strategies that the organization implements and the strategies used for the benefit of the organization's employees. The questions related to this dimension refer to the means and the way of rewarding the employees in the organization, namely, the financial rewards (*"What are the financial rewards, other than the salary offered by the organization you work for?"*), the criteria (*"Which are the criteria you must meet in order to benefit from each of these? "*), non-financial rewards (*" What are the non-financial rewards offered by employing organization? "*), other benefits (*" Which other benefits, besides those offered to you by your employer would determine you to work harder and/or better? "*), the stimulating factors (*"Name some factors that would stimulate the employees to work harder"*) and the level of

employee satisfaction concerning the benefits offered by the employing organization (*"Are you satisfied with the benefits you currently receive at work?"*). This dimension of research aims to identify the rewards that the organization offers to its employees and the rewards that should be introduced in the organization's policy for proper functioning and for the quality of work.

The second dimension, *The implications of the type of management on employee satisfaction* included questions on the implications of the type of management on employee satisfaction or in other words the management-motivation-satisfaction relation and identifies the manager's relationship with employees and the satisfaction level of the company's employees. This dimension contains questions about the employee-manager relationship (*"How do you appreciate the relationship with your direct boss?"*), (*"To what extent do you consider your relationship (communication, the way your work tasks are distributed etc.) with the direct boss affects the quality of your professional activity?"*), acknowledgement of merits (*"Does the organization's manager recognize the results of your work?"*), promotion (*"Would the possibility of promotion determine you to work harder?"*), (*Does the company organize promotion contests for various positions? If so, did you have the chance to participate in a contest? Were you promoted?"*), the possibility of personal and professional development at work (*"Does the organization management invest in the professional and personal development of employees?"*). This dimension identifies the manager's relationship with employees, the acknowledgement of employee merits by the manager, the possibility of employees to be promoted within the organization, and the manager's involvement in employees' problems.

Limits of research: The research is qualitative and is not statistically representative, because the interview guide was applied to a low number of interviewees, more exactly 15 employees, randomly selected from the organization; the research has an exploratory character, and it can represent a starting point for a broader research. Therefore, it should be mentioned that the results obtained and the conclusions of the research can only be generalized at the level of the organization in which it was carried out.

3.2. Results of the research

3.2.1. Socio-demographic characteristics of the sample

The participants in the research were 15 employees from a multinational company in Oradea, the subjects were aged between 24 and 42 years (5 women, 10 men) and their seniority within the organization was between 10 months and 12 years. Their professions are varied: Operator (3), Toolmaker, Engineer, Procurement specialist, Human Resources Manager, Human Resources Specialist, Marketing Specialist, IT specialist, Economic Director, Production Manager, Quality Manager, Technical Manager.

3.2.2. Analysis of the answers according to the projected dimensions of the research.

In order to achieve the two, previously mentioned objectives of the research we focused on two dimensions, each captured by several variables (transposed in research questions), as follows:

The financial and non-financial motivation of employees aims to identify the rewards offered by the organization to its employees and the rewards that should be introduced in the company's policy and implemented for the proper functioning and quality of work, dimension analyzed through five questions.

The first question within this dimension refers to *financial rewards*, other than the salary offered by the employing organization.

The answers provided by the 15 interviewees were varied: most (6 respondents) mentioned that they benefit from *meal vouchers* from the company; others (3 respondents) *Easter and Christmas gift vouchers*; various *bonuses*, such as *night work bonus* (2 respondents), *weekend work bonus* (one respondent), *seniority bonus* (2 respondents), an employee reported that he receives *bonuses depending on the obtained results* (according to the company policy); various *bonuses*, such as *performance bonus* (4 respondents), *attendance bonus* (one respondent), *productivity bonus* (one respondent); *merit salaries* (3 respondents); *incentives* (2 respondents); *loyalty award* (2 respondents); *management award* (one respondent). One employee said that he received a *holiday voucher*, and another stated that he receives *the 13th salary* from the company, which he negotiated when he signed the employment contract.

Therefore, the company's employees declare that they are financially rewarded by their employing organization in several ways, such as bonuses, merit salaries, financial incentives, meal vouchers, various bonuses etc. From this point of view, the policy of stimulating human resources is appropriate, various stimulation means being applied.

The second question within the dimension concerned the *criteria* used by the organization in the attribution of the mentioned incentives.

The answers formulated by the subjects concerned: *work attendance, without unmotivated absences* (4 respondents); *fulfillment and respect for work rules* (4 respondents), a respondent stating that it is necessary to meet the 5S, which means *Sort*-remove unnecessary items from each area, *Set in command* (order) -organize and identify storage for efficient use, *Shine* (cleaning) -clean and inspect each area regularly, *Standardization*-incorporate 5S into standard operating procedures, *Support* (discipline) -allocate responsibility, track progress and continue the cycle; two employees reported the need to have more than 2 years of seniority at the current job in order to receive a seniority bonus; *maximum three days of absence* (one respondent); *commitment, involvement, availability* (one respondent); *punctuality* (one respondent); *planning and organizational skills, flexibility and ability to solve problems* (one respondent); *fulfillment of KPI indicators* (one respondent), interest in the workplace (one respondent), an employee stating that certain results must be achieved during a working month; *appropriate behavior and interest in the*

company (2 respondents); *achievement of the objectives imposed by the management* (2 respondents), *exceptional results* (one respondent); and another respondent said that *discipline* is needed in order to benefit from certain financial rewards in addition to the monthly salary.

Therefore, most employees know what conditions they must meet within the company in order to benefit from financial rewards. Out of their enumeration it results that most of the criteria aim at the quantitative and qualitative fulfillment of the organization's objectives, but also criteria related to the transversal competences of the employees, the type of discipline, punctuality, responsibility etc.

Another variable (question) refers to the *non-financial rewards provided by the organization*. The subjects mentioned: *the possibility of promotion* (5 respondents), *flexible work schedule* (3 respondents), *insurance* (one respondent), *transport settlement* (one respondent), *telephone* (4 respondents), the telephone being a source of reward only for administrative staff. Only two of the 15 interviewees said that the employing organization offers a *hot meal*, although the company's policy stipulates that all employees benefit from a hot meal every working day. The *work laptop* is also a way of non-financial reward that only administrative employees (3 respondents) benefit from, one employee stating that he has the possibility to work one day a month *remotely*, and another specified that within the employing company one can be promoted if he is serious, one can get days off in order to solve problems, benefit from counseling at work if he has problems, giving the personal example, "I managed to take two days off because one person in the family was ill and needed help." Other employees pointed out that the organization offers *team-building* (one respondent), *company car* (one respondent), *free subscription to travel to work* (one respondent) and *free ophthalmologic examinations* (one respondent).

The fourth variable within the dimension regarding the benefits obtained in the organization concerns *other benefits that the subjects would expect*, in addition to those promised at employment and which would lead to the improvement of their activity.

From the answers provided by the subjects it resulted that they would expect other additional benefits, materialized in: *training and personnel training courses*, so that the job is considered not only a source of income, but also as a valuable source of information (two respondents,) *keeping the job for as long as possible* (one respondent), *performance-based salary increases* (one respondent), *company car*, *health insurance*, *team-building* (one respondent), *increased toxicity bonus* (one respondent), *the manager's interest in creating more favorable conditions for development* (one respondent), *more free time with the family* (one respondent), *a higher salary* (two respondents), *job restructuring and help concerning basic accountancy* (one respondent), *holidays* (one respondent), and three of the employees stated that they consider sufficient the benefits they have at this point in their careers.

Therefore, employees have many other expectations from the employing organization, expectations that would motivate them to be as interested as possible in the work performed every day, expectations especially related to working

conditions, good relations with bosses and co-workers, opportunities for promotion to the detriment of expectations of additional financial gain.

The finding was also confirmed during the processing of the answers to another question, formulated mainly with control role, through which we requested a presentation of the factors that stimulate employees in their work. We learnt that in the subjects' perception, on the first place there are the factors related to the atmosphere at the work place: *communication, appreciation for what the employee does, acknowledgement of efforts and achievements, transparency in decisions, motivation, understanding, good communication both among colleagues and with the hierarchical boss, trust, team, direct manager, pleasant working environment, calm attitude of the boss* (9 respondents), *followed by good working conditions and improvement* (4 respondents) *and, on the last place, higher salaries and additional bonuses* (2 subjects).

The last variable we introduced within the dimension concerning the financial and non-financial rewards granted to employees concerns the *degree of satisfaction of the subjects in relation to the offered rewards*.

The subjects' answers are relevant because they help us assess not only the degree of employees' satisfaction in relation to the motivational strategies used by the organization, but also to identify the dysfunctions in the motivational strategies and to improve them. In this respect, it is relevant that only 9 (more than half) of the 15 subjects expressed attitudes of satisfaction in relation to the benefits obtained at work; one employee states that he is quite satisfied, another adds that there would be room for improvement, while 4 of the interviewed employees stated that they are *not satisfied* with the benefits they currently receive at work. Based on the data presented, we believe that the organization should improve its strategies for motivating human resources and intervene to adjust them according to the expectations of all employees.

The second dimension of the research aimed at knowing *the implications of the type of management on employee satisfaction*, identified by means of six variables: the relationship of bosses with employees; the extent to which the relationship with the direct boss affects the quality of the activity, in the subjects' perception; managerial acknowledgement of the merits of employees; the employees' possibility to be promoted within the organization; organizing contests for promotion on the job; the implications of the organization (manager) in terms of professional and personal development of employees.

The first variable that operationalizes the second dimension refers to *employees' perception of the relationship with their direct boss*.

The subjects' answers to this question are positive, even if they are expressed in different nuances: only two of the respondents explicitly stated that they have a very good relationship with the boss; other 8 respondents appreciate their relationship with the boss as good; one respondent specified that he had a good relationship with his boss, based on trust; one respondent said it was ok; 2 respondents said it was normal, and one employee replied that he had a formal-normal relationship with his boss. Based on these answers, one can conclude that the company's employees are in good relations with their direct boss, which is beneficial for both the company

and its employees. However, the fact that only two of the subjects expressed unreservedly that they had a very good relationship with the direct boss and the others suggested certain second thoughts, without mentioning them, entitles us to consider that there are still possibilities to improve this type of motivational non-financial rewards at the level of the analyzed company.

Another variable, through which we aimed to deepen the information on the relationship with the direct boss, refers to the extent to which the relationship with the direct boss (communication, the way work tasks are distributed etc.) affects the quality of professional activity, in the subjects' perception.

Only one respondent specified that the relationship with the direct boss affects to a very large extent the quality of work, most employees, more exactly 12, answered that their relationship with the direct boss affects to a large extent the quality of work and only 2 respondents stated that their relationship with their boss affects to a low extent their quality of work. Therefore, the relationship between the boss and the employee is perceived by employees as having an important role in the activity carried out within the company, the fact that only two of the subjects deny its role, confirms the conclusion we formulated above.

The third variable of this dimension concerns an important element of the relationship with the management of the organization, consisting in *the managerial acknowledgement of the employees' merits*.

In line with the previous answers, the answers are mostly positive. Ten of the interviewed employees said that their good work is appreciated by the organization's manager, one specifying that *most of the time, yes*, their merits are recognized. Another employee said that his merits are recognized, but *sometimes we are overworked*, while another employee replied that *the boss is not pleased no matter what we do and wants more*. In addition to these answers, 2 other respondents added that their merits are not recognized or, at least not always, by the manager of their employing organization.

As it resulted from the answers recorded during the analysis of the first dimension, *the possibility of promotion* is an important factor for motivating the organization's staff, which is why we included it in this level of analysis.

Regarding this question, most respondents, more exactly 11, said *yes*, this possibility would determine them to put extra effort into work. One employee says *yes, I think anyone would like to evolve professionally*, another employee's response emphasized that the possibility of promotion would determine him to put in more effort, *although I currently put in effort because I like to do things professionally*. Other three interviewees answered negatively to this question, specifying that the possibility of being promoted would *not* determine them to make additional efforts at work. In conclusion, it can be said that most of the employees would like to have the opportunity to be promoted and would be willing to work harder to achieve this goal. We considered that a sensitive point in any organization, including the one under analysis, is the organization of contests for the *promotion of employees in various positions*.

Most of the answers to this question were negative (9 respondents), an employee specifying that no contests are organized, but there is the possibility to access a

hierarchically superior position after the assessment of the obtained results. In addition to these negative responses, 4 other respondents stated that promotion contests are organized within the company. We continued the investigation with an additional question that referred to personal experience in this regard and we have noticed that only a few respondents formulated an answer, as follows: *I also had the chance to participate and be advanced from technician to engineer* (a respondent), *I was promoted without a contest* (one respondent), *I was promoted due to seniority and work experience* (one respondent). An employee claims that he did not have the chance to be promoted, because he is at the beginning of his career, and 3 other employees answered negatively. Therefore, it can be concluded that the organization uses to a low extent contests as a promotion strategy, in favor of promotion on other criteria: seniority and work experience.

The last variable investigated within the second dimension refers to the subjects' perception regarding the concern of the organization's management for the investment in the *professional and personal development of the employees*.

Related to this question, most of the interviewees answered affirmatively (8 respondents), the management of the organization invests in the development of employees. One respondent claims that this facility applies only *in some departments*, while another respondent claims that he even benefited from *training in the development of workplace relationships* in the previous year and another employee talks about the involvement of management in the employees' development, more precisely, *courses, trainings and regular meetings* are organized related to activity reports. Two employees believe that the management of the organization is involved only to a low extent in their development, and one employee claims that the management of the organization *is not involved* in the professional development of the company's employees.

The answers provide sufficient basis to attest to the idea that in the organization there is consistent concern for the employees' professional and personal development, with the exceptions we have noticed when we analyzed the other variables, namely that there are 2 subjects who express dissatisfaction with all variables related to managerial involvement in increasing workplace performance. If we extrapolate the phenomenon to the entire staff, we could say that about 13% of the organization's staff is not satisfied with the policy of motivating the employees in the organization, which would suggest that the management should intervene in what concerns such policies.

4. Conclusions

The research analyzed, as previously mentioned, aspects of staff motivation strategies within a private company in Oradea, captured through two dimensions of the concept, namely financial and non-financial strategies and implications of the type of organization management on the employees' satisfaction, each dimension being operationalized through several variables.

The research highlighted that the organization applies a policy of motivating its own staff through granting various financial rewards, such as: merit salaries, financial incentives, the 13th salary, bonuses etc.

The criteria that employees must meet in order to benefit from all these financial rewards are known to employees and consist of the following: attendance without unjustified absences, fulfillment and respect for the work rules, punctuality, commitment, involvement, availability, planning and organizational skills, flexibility and ability to solve problems, appropriate behavior, interest in the workplace, exceptional results and achievement of the goals imposed by management. Therefore, the company's employees know quite well what are the criteria they must meet in order to benefit from the financial rewards offered by the employing company. In the last 6 months, these employees have benefited from most of the financial rewards presented above, namely: various bonuses, weekend bonuses, attendance bonus, performance bonus, night work bonus, productivity bonuses, meal vouchers, merit salaries, incentives, monthly bonuses. Out of these answers, it appears that the employees have been financially rewarded in the last 6 months by the employing organization, motivating the former with all the possible rewards at their disposal.

Along with financial rewards, the company also offers employees non-financial rewards, such as: the possibility of promotion, flexible work schedule, insurance, transport settlement, company telephone, hot meal, work laptop, the possibility of a day of working remotely, company car (for some employees), transport settlement and free ophthalmologic examinations, annually.

Although the company offers many financial and non-financial rewards, it seems that these are not enough among employees. Employees want to benefit from training courses, salary increases based on performance, company car, health insurance, increased toxicity bonus, higher salary, more free time, a higher salary than the one offered, only a few being satisfied with the rewards offered by the organization. Consequently, the organization's management rewards its employees, both financially and non-financially, but to an insufficient extent, because life is constantly evolving, the requirements are always at a high level, both from employers and from the employees who want quality of life at the level of current standards.

In the structure of employees' preferences regarding the types of rewards that should be supplemented, priority is given to non-financial rewards, such as: optimal communication with colleagues and managers, especially with the direct boss; appreciation for what the employee does; professional development courses, recognition of efforts and achievements, transparency in decisions, relationships based on trust, teamwork, fewer work tasks, performant working conditions, high salaries and bonuses being on the second place. The organization should implement these suggestions in order to have loyal employees, who would work with pleasure every day with their team colleagues within the company. Although the company's employees want a variety of incentives implemented by the organization, most of them express satisfaction with the benefits they currently receive at work.

Regarding the influence of management on the quality of work performed by employees, the research showed that employees appreciate mostly both the

relationship with their direct boss, which they consider important in the efficiency of activities and the acknowledgement of the employees' merits by the organization manager. The same positive assessments are registered regarding the possibility of promotion at the workplace, with the observation that the organization's policy uses only to a low extent the organization of contests for higher positions, positively valuing other ways of promotion, especially seniority and work experience.

The research provides sufficient basis to attest the idea that within the organization there is consistent concern for the employees' professional and personal development, with the observation we made when we analyzed the other variables, respectively that there are 2 subjects who express dissatisfaction with all variables related to the management's involvement in increasing workplace performance.

As it resulted from the analysis of all data, within the company under study, the vast majority of employees show a positive attitude towards human resource management, answering to some questions, explicitly, that they are satisfied or very satisfied. However, in the case of each variable, we noticed that there were some employees who manifested certain hesitations in their answers and others (even if there are 2 - which would represent about 13% of the sample and, by extrapolation, from the research universe) who constantly expressed disagreement or dissatisfaction with the human resource management policies within the organization.

That is why we believe that the management of the organization should contemplate realistically on the situation and intervene in the human resource management strategy, by focusing more on the application of policies meant to stimulate the need for the employees' professional and human development, by maximizing commitment, involvement and the creative potential, based on the acknowledgment and stimulation of performance, a climate based on trust and cooperation within work teams.

References

1. Armstrong, M. (2003) *Managementul resurselor umane, [Human resources management]*, București: Editura Codecs
2. Certo, C., S. (2000) *Managementul modern [Modern management]*, București: Editura Teor
3. De Vito, L., Brown, A., Bannister, B., Cianci, M., Mujtaba, B.G., (2016) *Employee Motivation based on the Hierarchy of Needs, Expectancy and the Two-Factor Theories Applied with Higher Education Employees*, International Journal of Advances in Management, Economics and Entrepreneurship, ISSN: 2349-4468, Vol.3, Issue 1, pp. 20-32, [Online], Available http://www.ijamee.info/index.php/IJAMEE/article/viewFile/37/35?fbclid=IwAROGCH5pVuoZVpFKzralWDpnNkFPniO6h0RJwHdzCOM_xe5vQpA_mbvMMk [8 May]
4. Elector Odukah, M. (2016) *Factors Influencing Staff Motivation among Employees: A Case Study of Equator Bottlers (Coca Cola) Kenya*, Journal of Human Resource and Sustainability Studies, Vol.04, No.02, pp. 68-79, 10.4236/jhrss.2016.42008, [Online], Available

5. Gherguț, A. (Lynn 2003) Managementul serviciilor de asistență psihopedagogică și social [Management of psycho-pedagogical assistance services], Iași: Polirom
6. Lefter, V., Deaconu, A., Manolescu, A., (2012) *Managementul resurselor umane*, [Human resources management], București: Editura Pro Universitaria
7. Mathias, L.R., Nica, C.P., Rusu, C., (1997) *Managementul resurselor umane*, [Human resources management], București: Editura Economică
8. Pang, K., Lu, C.S., (2018) *Organizational motivation, employee job satisfaction and organizational performance: An empirical study of container shipping companies in Taiwan*, Maritime Business Review, Vol. 3 Issue: 1, pp.36-52, [Online], Available <https://doi.org/10.1108/MABR-03-2018-0007>. [8 May]
9. Păuș, A. V., (2006) *Comunicare și resurse umane*, [Communication and human resources], Iași: Editura Polirom
10. Pânișoară, G., Pânișoară, I. O. (2016) *Managementul resurselor umane*. [Human resources management], Iași: Editura Polirom
11. Radu, E. (coord.). (2003) *Managementul resurselor umane*, [Human resources management], București: Editura ASE
12. Vlăsceanu, M., (1993) *Psihosociologia organizațiilor și conducerii*, [Psychosociology of organizations and management] București: Paideia